

**USAREC Pamphlet 623-2**

**Personnel Evaluation**

# **Noncommis- sioned Officer Evaluation Report Prepa- ration Guide**

**Headquarters  
United States Army Recruiting Command  
1307 3rd Avenue  
Fort Knox, KY 40121-2725  
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**UNCLASSIFIED**

**Introduction**  
**by**  
**Command Sergeant Major**

NCOs assigned to USAREC are charged with providing the strength for an all-volunteer Army. This is arguably one of the most challenging missions expected of Soldiers within the ranks of our Army. As such, these professionals should expect to receive NCOERs that provide an accurate and well-written narrative, based on the whole-Soldier concept, of the NCO's duty performance and potential during the specified rating period.

The purpose of this guide is to convey to USAREC leaders the absolute importance of providing sound counseling to Soldiers in USAREC. As a result of these professional development efforts from those personnel in the Soldier's rating chain, the rated Soldier should be the recipient of a quality NCOER that accurately reflects a Soldier's duty performance and potential addressed within the documented rating period.

This guide contains detailed guidance and recommendations regarding the composition of the NCOER Counseling and Support Form and the NCOER. It is intended to reinforce official Army doctrine mentioned throughout this publication. You will find key points to consider when writing an NCOER, such as recommendations related to duty descriptions, bullet comments, etcetera. Promotion board panel members depend on inclusive and quantifiable NCOER ratings focusing on the total Soldier in order to select the best qualified NCOs for promotion. USAREC leaders must ensure they take the necessary time to prepare reports for our recruiting force that effectively address all areas listed on the NCOER and include far more information than just recruiting production data! For instance, this guide provides standardized duty descriptions, from detailed recruiter to brigade CSM, which are to be used throughout the command with only minor adjustments. Additionally, this guide provides NCOER bullet examples (excellence and success) for detailed recruiters, station commanders, and first sergeants. There are several other areas of concern which are also addressed in order to provide sufficient guidance regarding a well-written NCOER.

DA centralized promotion board panel members confirm there are recurring deficiencies contained in USAREC NCOERs. These stated flaws include, but are not limited to, such issues as, using USAREC acronyms and jargon in bullet comments with which board members are not familiar; annotating an "Excellence" rating on the reverse side of the NCOER without writing measurable or quantifiable bullets to support such a rating; recycling NCOERs or using the same comments year after year with only the dates changing; just to name a few. These shortcomings warrant correction in order to ensure our Soldiers are given NCOERs that correctly reflect both performance and potential as stated above; these deficiencies are addressed in more detail elsewhere in this NCOER Preparation Guide. Committed professionals within this command have diligently worked together to develop this guide which addresses these and other areas of concern regarding a well-written NCOER.

Again, as leaders we must ensure we take the time to adequately quantify and reflect the duty performance of our NCOs who take on the challenge of providing the strength for an all-volunteer Army, the greatest fighting force in the world. They deserve nothing less!

USAREC CSM

Personnel Evaluation

Noncommissioned Officer Evaluation Report Preparation Guide

For the Commander:

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**History.** This is a new USAREC pamphlet.

**Summary.** This pamphlet provides a simplified, easy-to-read guide for preparing and conducting the Noncommissioned Officer Evaluation Report and the Counseling and Support Form. The intent of this guide is not to replace the governing publications

(AR 623-3 and DA Pam 623-3). Rather, this guide will serve as a useful teaching tool for noncommissioned officers and officers in the command. Users will still become familiar and comply with the provisions of AR 623-3 and DA Pam 623-3.

**Applicability.** This pamphlet applies to all Army noncommissioned officers, officers, and civilian personnel, as well as members of other services, who rate and senior rate U.S. Army Recruiting Command noncommissioned officers.

**Proponent and exception authority.**

The proponent for this pamphlet is the Assistant Chief of Staff, Recruiting and Retention School-Forward. The proponent has the authority to approve exceptions to this

pamphlet that are consistent with controlling law and regulation. The proponent may delegate the approval authority, in writing, to the Chief of Training, within the proponent agency in the grade of lieutenant colonel or the civilian equivalency.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCTNG-PP, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

**Distribution.** This publication is available in electronic media only and is intended for command distribution level A.

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## **Glossary**

## Chapter 1

### Introduction

#### 1-1. Purpose

This pamphlet serves as a simplified, easy-to-read guide for preparing DA Form 2166-8-1 (NCOER Counseling and Support Form) and DA Form 2166-8 (NCO Evaluation Report) in the U.S. Army Recruiting Command (USAREC). This guide supports the Army's governing publications, AR 623-3 and DA Pam 623-3, on Noncommissioned Officer Evaluation Report (NCOER) Counseling and Support Forms and NCOERs. It further stands as a useful tool for USAREC noncommissioned officers (NCOs), officers, and Department of the Army (DA) civilians to use while fulfilling their duties as raters, senior raters, or reviewers in the USAREC NCOER processing cycle. This pamphlet provides guidance that will ultimately result in USAREC NCOs receiving well-written NCOERs which are easily translated by the rest of the Army. Users must become familiar and comply with the provisions of this guide and the Army publications listed above in order to ensure strict compliance with regulatory guidelines when preparing NCOERs in USAREC. For the purposes of this guide, all references to the words "him" or "he" are considered to be gender neutral.

#### 1-2. References

For required and related publications and referenced forms see appendix A.

#### 1-3. Explanation of abbreviations

Abbreviations used in this pamphlet are explained in the glossary.

## Chapter 2

### NCOER Counseling and Support Form Preparation in USAREC

#### 2-1. Purpose and process - DA Form 2166-8-1

a. Purpose. The primary purpose of DA Form 2166-8-1 is to assist with the fair and objective evaluation and professional development of Army NCOs. The form is used to build a developmental plan based on the tasks that support the major performance objective listed on the DA Form 2166-8-1.

b. Process. In order to write a comprehensive and justified NCOER, rating chain officials must first ensure that timely and proper counseling takes place in support of the rated NCO. Raters will maintain a working copy of DA Form 2166-8-1, for every Soldier they rate. They will use this form when preparing, conducting, and recording results of performance counseling with rated NCOs. AR 623-3 and DA Pam 623-3 serve as the principal Army publications governing the use of this form. The intent of this form is for the rater to clearly articulate to the rated NCO what actions are necessary to achieve success in the performance of his duties and also how to exceed the standard and attain the desired excellence ratings on the NCOER. The form allows for initial and followup counselings to be digitally signed and dated and also allows for additional pages so there are no additional forms or documentation required. If conducted properly, quarterly counseling, using the DA Form 2166-8-1, greatly assists the rater with the composition of the rated Soldier's NCOER.

Note: Additional instructions regarding proper quarterly counseling procedures can be found in DA Pam 623-3, paragraph 3-1. Paragraph 2-2 below addresses the information necessary to correctly complete each section of the DA Form 2166-8-1.

#### 2-2. Part I - Administrative Data, DA Form 2166-8-1

Part I of DA Form 2166-8-1 is for administrative data, which includes identifying the rated NCO, assigned unit, primary military occupational specialty code (PMOSC), etcetera (see table 2-1).

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**Table 2-1**

**Part I - Administrative Data, DA Form 2166-8-1**

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**Part Ia: Name**

**Action required:** Enter rated NCO's name (Last, First, Middle Initial) in all capital letters.

**Reference:** None

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**Part Ib: SSN**

**Action required:** Enter rated NCO's social security number (SSN) (nine digit XXX-XX-XXX).

**Reference:** None

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**Table 2-1****Part I - Administrative Data, DA Form 2166-8-1--continued**

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**Part Ic: Rank**

**Action required:** Enter the three-letter abbreviation for the NCO's military rank, not pay grade (for example, SSG, SFC). If the rated NCO is frocked to 1SG, SGM, or CSM, enter the rank, date of rank, and PMOSC held prior to the frocking action. In addition to the NCO's rank enter the appropriate frocked rank in parentheses immediately following the rank entry. The entries are SFC (1SG), MSG (SGM), or MSG (CSM). If the rated NCO was reduced to corporal/specialist or below enter the reduced rank. Reduction to another NCO grade does not require a report.

**Reference:** AR 600-20

**Part Id: Date of Rank**

**Action required:** Enter the rated NCO's date of rank (YYYYMMDD). If the rated NCO is frocked enter the date of rank for the rank held prior to the frocking action. If the rated NCO was reduced to corporal/specialist or below, enter the effective date of the reduction.

**Reference:** None

**Part Ie: PMOSC**

**Action required:** Enter up to nine digits of the PMOSC (for example, 19D34, 79R40V7, or 18Z5PW9LA). If an NCO does not possess an additional skill identifier or language identifier, only a five-digit military occupational specialty (MOS) is entered. An alpha or numeric entry may be used to denote the last digit of the skill level (O or O).

**Part If: Unit, Org, Station, ZIP Code or APO, Major Command and Status Code**

**Action required:** Enter the rated NCO's unit, organization, station, ZIP Code or Army Post Office, and major command.

-- Enter data in order listed on form.

-- If U.S. Army Reserve (USAR) Soldier, enter the status code/complete name in Status Code block as follows: AGR: Active Guard Reserve

**Part II: Rated NCO's E-mail Address**

**Action required:** Enter rated NCO's Army Knowledge Online (AKO) e-mail address.

**Reference:** None

**Part Im: UIC**

**Action required:** Enter the rated NCO's unit identification code (UIC).

**Reference:** None

**Part In: Cmd Code**

**Action required:** Enter rated NCO's command code (two digits). USAREC's command code is TA.

**Reference:** AR 680-29

**Part Io: PSB Code**

**Action required:** Enter four-character alphanumeric PSB code of the rated NCO's servicing administrative office. USAREC's PSB codes vary by location and brigade but are the same for Regular Army (RA) and USAR. USAREC's PSB codes are as follows:

(1) Headquarters, U.S. Army Recruiting Command (HQ USAREC) = RCHQ

(2) 1st Recruiting Brigade = RCMD

(3) 2d Recruiting Brigade = RCGA

(4) 3d Recruiting Brigade = RCKY

(5) 5th Recruiting Brigade = RCTX

(6) 6th Recruiting Brigade = RCNV

(7) Medical Recruiting Brigade (MRB) = RCMR

**Reference:** AR 680-29

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**2-3. Part II - Authentication, DA Form 2166-8-1**

Part II of DA Form 2166-8-1 is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the counseling sessions. See table 2-2 for authentication instructions.

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**Table 2-2****Part II - Authentication, DA Form 2166-8-1**

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**Part IIa: Rater**

**Action required:** First line: Enter name of rater (last, first, middle initial) in all capitals; enter SSN (nine digit XXX-XX-XXXX).

Second line: Enter rank, PMOS (NCOs), Branch (officers), organization, and duty assignment (position); and rater's AKO e-mail address.

**Reference:** None

**Part IIb: Senior Rater**

**Action required:** First line: Enter name of senior rater (last, first, middle initial) in all capitals; enter SSN (nine digit XXX-XX-XXXX).

Second line: Enter rank, PMOSC (NCOs), Branch (officers), organization, and duty assignment (position); and senior rater's AKO e-mail address.

**Reference:** None

**Part IIc: Reviewer**

**Action required:** First line: Enter name of reviewer (last, first, middle initial) in all capitals; enter SSN (nine digit XXX-XX-XXXX).

Second line: Enter rank, PMOSC (NCOs), Branch (officers), organization, and duty assignment (position); and reviewer's AKO e-

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**Table 2-2****Part II - Authentication, DA Form 2166-8-1--continued**

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mail address.

**Reference:** None**Part IId:** Rated NCO**Action required:** Enter rated NCO's initials.**Reference:** None

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**2-4. Part III - Duty Description, DA Form 2166-8-1**

a. Part III of DA Form 2166-8-1 addresses the duty description information of the rated NCO. It is the responsibility of the rating officials to ensure the duty description information is factually correct. This information is entered by the rater and verified with the rated NCO. The duty description:

- (1) Is an outline of the normal requirements of the specific duty position.
- (2) Should show type of work required rather than frequently changing tasks.
- (3) Is essential to performance counseling and evaluation. It is used during the first counseling session to tell the rated NCO what the duties are and what needs to be emphasized.

- (4) May be updated during the rating period.

- (5) Is used at the end of the rating period to record what was important about the duties.

b. See USAREC table 2-3 for instructions governing the proper completion of Part III - Duty Description.

c. Table 2-3-1 provides standardized daily duties and scope narratives for most of the NCO positions in USAREC.

d. Table 2-3-2 provides a list of areas of special emphasis that are common in USAREC for a variety of different duty positions. This list is not all inclusive as there are certainly many other areas of special emphasis that are important to USAREC leaders. When determining these areas for your rated NCO, do not limit yourself to the examples provided in this guide. Be creative!

e. Table 2-3-3 provides a list of USAREC appointed duties that are common throughout the command. This list should not be considered all inclusive. When determining these duties for your rated NCO, do not limit yourself to the examples provided in this guide. Be creative!

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**Table 2-3****Part III - Duty Description, DA Form 2166-8-1**

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**Part IIIa:** Principal Duty Title**Action required:** Enter principal duty title (match with unit force management document or principal duty title that most accurately reflects actual duties performed).**Reference:** None**Part IIIb:** Duty MOSC**Action required:** Enter duty military occupational specialty code (MOSC). Enter the enlisted duty MOSC (at least five characters but no more than nine). In cases where the rated NCO is filling an officer position, enter the enlisted MOS that best matches the officer position.**Reference:** None**Part IIIc:** Daily Duties and Scope**Action required:** These must include a series of phrases, starting with action words and separated by semicolons and ending in a period. This portion should address the most important routine duties and responsibilities. Ideally, this should include the number of people supervised, equipment, facilities, and dollars involved; and any other routine duties and responsibilities critical to mission accomplishment. For USAREC leadership positions, it is imperative that the number of people supervised by the rated NCO is clearly articulated within the first two sentences of this section of the form. Include a mix of both the position duties and the full-time support duties in items c, d, and e.**Note:** Table 2-3-1 contains examples of standardized USAREC daily duties and scope narratives pertaining to various USAREC duty positions.**Reference:** None**Part IIId:** Areas of Special Emphasis**Action required:** Enter areas of special emphasis. These areas must be separated by semicolons and end with a period. At the beginning of the rating period, it is critical that the rater clearly identify specific areas of special emphasis on which the rated Soldier will focus during the rated period. Per DA Pam 623-3, these areas should include the most important items that applied at any time during the rating period. These areas can be updated during the rating period based on changes in mission priorities or command guidance. Once established, the rater should review these areas with the rated Soldier during subsequent counseling sessions. Example: if an area of special emphasis is determined to be Future Soldier accessions, the rater should specifically address how the Soldier's rating has or has not performed in this area. It is also very important to ensure that when the NCOER is prepared, all areas of special emphasis be further addressed with specific bullet comments in parts IVb through f. This creates a theme for the NCOER that flows from one section to the other, thereby establishing the NCOER as a credible, well-written document.**Note:** Table 2-3-2 contains examples of USAREC areas of special emphasis.**Reference:** None

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**Table 2-3****Part III - Duty Description, DA Form 2166-8-1--continued**

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**Part IIIe: Appointed Duties**

**Action required:** Include appointed duties that are not normally included in the duty description. These duties must be separated by semicolons and end with a period. USAREC NCOs at all levels perform numerous duties above and beyond what is typically captured in the daily duties and scope portion of their NCOER. It is the rater's responsibility to ensure that all of the appointed duties are clearly established and articulated to the rated NCO during the initial counseling session; these duties must also be clearly annotated on the NCOER. Once established, the rater should review these duties with the rated NCO during subsequent counseling sessions and let the rated NCO know how he is performing in those duties. When the NCOER is completed, there should be a specific bullet that addresses how the rated NCO has performed in his appointed duties during the course of the rating period. Example: If an appointed duty is Assistant Station Commander, the rater should specifically address how the rated NCO performed as the Assistant Station Commander.

**Note:** Table 2-3-3 contains examples of USAREC appointed duties.

**Reference:** None

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**Part IIIf: Physical Fitness & Military Bearing**

**Action required:** The rater will enter one of the following Army physical fitness test (APFT) entries: "PASS" or "FAIL" and the date (YYYYMMDD) of the APFT results. APFT refers to both the physical training (PT) test for NCOs without profiles consisting of pushups, situps, and the two-mile run; and the alternate PT test as prescribed by health care personnel for NCOs with permanent profiles who have been cleared to take the alternate PT test. If no APFT is taken due to profile, the entry will be: "PROFILE" and the year and month the profile was awarded within a 12-month period. Enter the rated NCO's verified height and weight (in inches and pounds) as of the unit's last record weigh-in and an entry of "YES" or "NO" to indicate compliance or noncompliance with the provisions of AR 600-9.

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**Table 2-3-1****Daily duties and scope (standardized USAREC narratives)**

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**Recruiter**

Recruits, determines applicant enlistment eligibility, counsels applicants on enlistment programs and options, prepares enlistment applications, and processes qualified applicants to enlist in the Army and Army Reserve; accounts for and prepares Future Soldiers for initial entry training, implements and conducts Army awareness programs throughout an area covering \_\_\_\_ square miles with a population of \_\_\_\_; maintains a network of influencers to include parents, educators, and community officials in \_\_\_\_ high schools and \_\_\_\_ colleges; responsible for \$ \_\_\_\_ worth of Government equipment.

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**Overseas Recruiter**

Represents the U.S. Army Recruiting Command in the unique overseas environment of Europe, Guam, Korea, Japan; executes recruiting responsibilities and guidance counselor functions on a daily basis; responsible for prospecting, contracting, interviewing, and processing qualified applicants for Army and Army Reserve enlistments; ensures accurate and timely permanent change of station orders and coordinates travel for departing Future Soldiers; conducts promotional activities; maintains a working relationship with the military communities and educational institutions throughout Europe, or area of operation, U.S. Embassies and Consulates, as well as NATO Headquarters.

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**Medical Recruiter**

Conducts recruiting operations in an area covering \_\_\_\_ square miles in order to procure qualified health care professionals for the U.S. Army; contacts, interviews, and counsels health care specialists on the benefits of service as a commissioned officer; coordinates recruiting activities in \_\_\_\_ colleges and \_\_\_\_ hospital programs; responsible for Government equipment valued at \$ \_\_\_\_; attends national, state, and local medical conventions promoting a positive image of the Army Medical Department; trains, mentors, and accounts for all Future Officers awaiting entry onto active duty.

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**Army Reserve Recruiter**

Recruits, determines applicant enlistment eligibility, counsels applicants on enlistment programs and options, prepares enlistment applications and processes qualified applicants to enlist in the Army and Army Reserve; accounts for and prepares Future Soldiers for initial entry training; implements and conducts Army awareness programs throughout an area covering \_\_\_\_ square miles with a population of \_\_\_\_; maintains a network of influencers to include parents and community officials in \_\_\_\_ high schools and \_\_\_\_ colleges as well as \_\_\_\_ reserve units in the local area; responsible for \$ \_\_\_\_ worth of Government equipment.

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**Army Reserve Medical Recruiter**

Conducts recruiting operations in an area covering \_\_\_\_ square miles in order to procure qualified health care professionals for the U.S. Army Reserve; contacts, interviews, and counsels health care specialists on the benefits of service as a commissioned officer; coordinates recruiting activities in \_\_\_\_ colleges and \_\_\_\_ hospital programs; responsible for Government equipment valued at \$ \_\_\_\_; attends national, state, and local medical conventions promoting a positive image of the Army Medical Department; trains, mentors, and accounts for all Future Officers.

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**On-Campus Recruiter**

Directs and leads an Army recruiting station located on a major university comprised of \_\_\_\_\_ students and \_\_\_\_\_ faculty members; helps the Army meet its yearly recruiting objectives by managing the prospecting and processing of applicants for Army and Army Reserve enlistments; trains, motivates, and enforces standards for all attached personnel, which includes ROTC cadets; responsible for the care and maintenance of all assigned equipment and one GSA vehicle valued at \$ \_\_\_\_; maintains a positive relationship with local community leaders and the faculty at \_\_\_\_; assists the ROTC commander as needed.

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**Large Station Commander**

Directs and leads an Army recruiting station in an area covering \_\_\_\_ square miles with a population of \_\_\_\_; supervises \_\_\_\_ NCOs and is responsible for their professional development, morale, health, and welfare; accounts for and trains Future Soldiers

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**Table 2-3-1****Daily duties and scope (standardized USAREC narratives)--continued**

awaiting entry onto active duty; maintains relationships with \_\_\_ high schools, \_\_\_ colleges, and influencers in the local community; implements and maintains a recruiting station production management system to include the planning and execution of lead generation activities; maintains control and accountability of equipment valued at \$\_\_\_\_; responsible for the station meeting its assigned recruiting objectives.

**Small Station Commander**

Directs and leads an Army recruiting station in an area covering \_\_\_\_\_ square miles with a population of \_\_\_\_\_; supervises \_\_\_ NCOs and is responsible for their professional development, morale, health, and welfare; accounts for and trains Future Soldiers awaiting entry onto active duty; maintains relationships with \_\_\_ high schools, \_\_\_ colleges, and influencers in the local community; implements and maintains a recruiting station production management system to include the planning and execution of lead generation activities; maintains control and accountability of equipment valued at \$\_\_\_\_; responsible for meeting individual and team recruiting objectives.

**Medical Recruiting Station Commander**

Serves as the station commander of a medical recruiting station; supervises \_\_\_ Soldiers and \_\_\_ civilians in an area covering \_\_\_\_\_ square miles; responsible for \_\_\_ Government vehicles and equipment valued at \$\_\_\_\_; responsible for all administrative, logistical, and maintenance requirements; coordinates and is accountable for all recruiting activities in \_\_\_ colleges and \_\_\_ hospital programs; trains, mentors, and motivates all Soldiers toward successful mission accomplishment; responsible for the training and accountability of all Future Officers; responsible for the station meeting its yearly recruiting objectives.

**First Sergeant**

Leads, trains, and supervises an Army recruiting company dispersed in an area spread over \_\_\_\_\_ square miles with a population of \_\_\_\_\_; responsible for the health, safety, morale, and training of \_\_\_\_\_ NCOs; sets and enforces high standards on conduct, training, professional development, and operations; plans and executes a battle-focused NCODP; controls and synchronizes facilities, equipment, and vehicles valued in excess of \$\_\_\_\_; assists the commander in planning, coordinating, and supervising all activities that support the unit's mission; promotes community awareness and support for the Army and its recruiting goals.

**Medical Recruiting Company First Sergeant**

Leads, trains, and supervises an Army medical recruiting company; responsible for the health, welfare, morale, and training of \_\_\_\_\_ station commanders, \_\_\_ DA civilians, and \_\_\_\_\_ recruiters in a company dispersed over \_\_\_\_\_ square miles with a population of \_\_\_\_\_; responsible for Government equipment and vehicles valued at \$\_\_\_\_; serves as the primary advisor to the company commander on all Soldier, morale, and recruiting-related issues; responsible for all administrative, logistical, and maintenance requirements; trains, mentors, and motivates all assigned Soldiers toward successful mission accomplishment; promotes community awareness and support for the Army and its recruiting goals.

**Guidance Counselor**

Responsible for interviewing and processing qualified applicants for enlistment while maintaining the Army values; responsible for presenting, counseling, and recommending courses of action on specific enlistment options as a viable career; discusses individual goals pertaining to training, education, and promotion opportunities; utilizes extensive technical knowledge of regulations, automated systems, and advanced techniques to counsel prospective enlistees; ensures quality control of all electronic applications, enlistment security screenings, and reserve accession procedures; responsible for equipment valued at \$\_\_\_\_.

**Army Reserve Guidance Counselor**

Serves as a guidance counselor at a military entrance processing station (MEPS); responsible for matching enlistee qualifications with Regular Army and Army Reserve job and training requirements; reviews enlistment applications for accuracy and ensures minimal errors; utilizes extensive technical knowledge of regulations, automated systems, and advanced techniques to influence prospective enlistees; builds partnerships with local Army Reserve units; ensures that the enlistment applications for all recruits shipping to initial entry training are accurate and complete; responsible for equipment valued at \$\_\_\_\_.

**Senior Guidance Counselor**

Supervises an Army liaison office consisting of \_\_\_ NCOs and \_\_\_ civilians in a military entrance processing station (MEPS); processes applicants from \_\_\_\_\_ recruiting stations and is the liaison for commanders from \_\_\_\_\_ Army Reserve units covering all the units in \_\_\_\_\_ states; reviews each applicant's mental, moral, and physical qualifications to assure they meet recruiting standards; selects optimum MOS for enlistment based on the Army's need and the applicant's interests; initiates and processes incentive contracts up to \$\_\_\_\_ per qualified enlistee; responsible for equipment valued at \$\_\_\_\_.

**Operations NCO (Brigade and USAREC Level)**

Assists the senior operations NCO to ensure all Regular Army and Army Reserve accessions are in compliance with enlistment eligibility programs and policies of current Army regulations; provides technical guidance to brigade operations personnel in support of the daily accession mission; coordinates processing procedures and requests exceptions to policy for enlistment with HQDA, TRADOC, OCAR, USARC, and USAREC; interprets policy and provides procedural guidance on REQUEST to \_\_\_\_\_ brigades, \_\_\_\_\_ battalions, and \_\_\_\_\_ military entrance processing stations (MEPS); responsible for equipment valued at \$\_\_\_\_.

**Senior Operations NCO (Brigade and USAREC)**

Serves as the liaison between brigade and \_\_\_\_\_ battalions for interpretation of official policy, regulations, and guidance regarding enlistment; responsible for the conduct of inspections and training for subordinate battalion and brigade operations sections and guidance counselor shops; supervises the daily workload of \_\_\_\_\_ enlisted and \_\_\_\_\_ civilian employees to successfully meet suspenses and mission requirements; reviews automated reports, programs, and systems to identify operational changes affecting recruiting the force; responsible for equipment valued at \$\_\_\_\_.

**Senior Operations NCO (Battalion)**

Supervises \_\_\_ NCOs in the coordination and implementation of operational plans and procedures for a recruiting battalion in support of \_\_\_ recruiters, \_\_\_ recruiting stations, and \_\_\_ recruiting companies; records and reports recruiting force achievements and shortfalls to evaluate organizational and individual recruiting performance; assists in overseeing the enlistment processing of approximately \_\_\_\_\_

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**Table 2-3-1****Daily duties and scope (standardized USAREC narratives)--continued**

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applicants per year; coordinates enlistment waiver processing, special missions, recruiter awards, and ensures regulatory compliance in all areas of concern; responsible for equipment valued at \$\_\_\_\_\_.

**Operations NCO**

Serves as an operations NCO for the \_\_\_\_\_ Battalion supporting \_\_\_\_ recruiters, \_\_\_\_ recruiting stations, and \_\_\_\_ recruiting companies; ensures that all command communication and detailed information to guide the battalion to mission success is filtered down through normal command channels; assists the senior operations NCO in monitoring production indicators and statistics; supervises administrative, moral, and medical waiver processing procedures; analyzes regulatory guidance and prepares staff recommendations on all issues related to recruiting operations; responsible for equipment valued at \$\_\_\_\_\_.

**Army Reserve Operations NCO**

Serves as an Army Reserve operations NCO and subject matter expert on Army Reserve recruiting for the \_\_\_\_\_ Battalion supporting \_\_\_\_ recruiters, \_\_\_\_ recruiting stations, and \_\_\_\_ recruiting companies; converts complex information and instruction on current regulation eligibility and enlistment standards of applicants processing for the Army Reserve's broad spectrum of training program options, to include Reserve Officers' Training Corps/Simultaneous Membership Program, Army Civilian Acquired Skills Program, and interservice transfers; responsible for equipment valued at \$\_\_\_\_\_.

**Special Operations Recruiting Battalion First Sergeant**

Leads, trains, and supervises one of four Army Special Operations Forces (ARSOF) recruiting companies that executes global ARSOF recruiting campaigns; validates the mission planning and execution of all annual in-service ARSOF recruiting missions for both enlisted and officer volunteers; commands, controls, and synchronizes the budget, facilities, equipment, and vehicles assigned to the company valued in an excess of \$\_\_\_\_\_; responsible for the overall mission success, health, welfare, safety, and professional development of \_\_\_\_ assigned Soldiers.

**Special Operations Recruiting Battalion Station Commander**

Leads, trains, and manages \_\_\_\_ recruiters within an Army Special Operations Forces (ARSOF) Recruiting Station with a global mission of recruiting in-service officer and enlisted ARSOF volunteers; performs detailed market analysis, mission planning, advertising, and marketing strategies to accomplish all assigned missions; responsible for the quality control of all applications and ensures qualified candidates report for training; provides stewardship of station budget in excess of \$\_\_\_\_\_ while planning and executing global ARSOF recruiting campaigns; responsible for equipment valued at \$\_\_\_\_\_.

**Special Operations Recruiting Battalion Recruiter**

Plans and executes a global Army Special Operations Forces (ARSOF) recruiting campaign for qualified in-service Special Forces officer and enlisted volunteers; executes installation level advertising and marketing programs tailored to a specific market; utilizes state of the art multimedia and information systems to conduct individual and large group presentations on career opportunities within ARSOF; leads, trains, and counsels future candidates through the processing cycle to ensure candidates are mentally and physically prepared for the rigors of training; responsible for Government equipment valued at \$\_\_\_\_\_.

**Battalion Command Sergeant Major**

Serves as the senior enlisted advisor to the commander of the \_\_\_\_\_ Recruiting Battalion covering a \_\_\_\_\_ square mile area in \_\_\_\_ states; responsible for the implementation of tactics, techniques, and procedures that focus on the shaping and sustainment of the recruiting force and mission; establishes the tone for the NCO corps throughout the battalion; trains and mentors \_\_\_\_\_ NCOs towards successful mission accomplishment; assists in the training of \_\_\_\_ company commanders; oversees all enlisted personnel actions; ensures the battalion sponsorship program is viable; enforces Soldier and organizational standards.

**Medical Recruiting Battalion Command Sergeant Major**

Serves as the senior enlisted advisor to the commander of the \_\_\_\_\_ Medical Recruiting Battalion covering a \_\_\_\_\_ square mile area in \_\_\_\_ states; advises the commander on all Soldier, morale, and recruiting issues; oversees recruiting production to include the prospecting and processing of all applicants applying to serve as commissioned officers in the Army Medical Department; responsible for the professional development of \_\_\_\_ Soldiers and \_\_\_\_ DA civilians, ensures the battalion sponsorship program is viable; enforces Soldier and organizational standards.

**Brigade Command Sergeant Major**

Serves as the senior enlisted advisor to the commander for the \_\_\_\_ Recruiting Brigade covering \_\_\_\_ states and comprised of \_\_\_\_\_ Soldiers and civilians; responsible for the development of tactics, techniques, and procedures that focus on the shaping and sustainment of the recruiting force and mission; sets the standards and is the principal enforcer of policies, regulations, and directives; accomplishes the recruiting mission by developing subordinates to perform independent of supervision; serves as the primary enlisted advisor on all Soldier, morale, and recruiting issues; provides strategic input regarding current and future operations.

**Medical Recruiting Brigade Command Sergeant Major**

Serves as the senior NCO of a medical recruiting brigade; responsible for the training and professional development of \_\_\_\_ Soldiers and \_\_\_\_ DA civilians serving in 5 battalions, 16 companies, and 81 medical recruiting stations spread throughout the United States, Puerto Rico, and Europe; serves as the primary enlisted advisor to the brigade commander on all Soldier, morale, and recruiting issues; monitors and influences all aspects of recruiting production to include mission planning, prospecting, and the processing of all applicants applying to serve as commissioned officers in the Army Medical Department.

**Regular Army Brigade Operations Sergeant Major**

Advises the brigade commander and CSM for Regular Army recruiting operations in the \_\_\_\_ Recruiting Brigade supporting \_\_\_\_\_ recruiters located in \_\_\_\_ recruiting battalions; interprets policy, directives, and regulations concerning all enlistment activities; acts as a liaison with higher headquarters and supports all commands, active or reserve; conducts operational assistance visits and inspections throughout the brigade as an individual or as a member of the command staff; provides input and executes briefings and projects in support of the command.

**Army Reserve Brigade Operations Sergeant Major**

Advises the brigade commander and CSM for Army Reserve recruiting operations in the \_\_\_\_ Recruiting Brigade supporting \_\_\_\_\_ recruit-

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**Table 2-3-1****Daily duties and scope (standardized USAREC narratives)--continued**

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ers located in \_ recruiting battalions; interprets policy, directives, and regulations concerning all enlistment activities; acts as a liaison with higher headquarters and supports all commands, active or reserve; conducts operational assistance visits and inspections throughout the brigade as an individual or as a member of the command staff; provides input and executes briefings and projects in support of the command.

**Battalion Senior Master Trainer**

Serves as the battalion senior master trainer; supervises \_ battalion master trainers who support \_\_\_\_ recruiters, \_\_ recruiting stations, and \_ recruiting companies; responsible for assessing, planning, conducting, and evaluating training of master trainers and first sergeants; identifies training deficiencies and develops a needs-based battalion training plan in conjunction with battalion leadership; coordinates and conducts primary training for policy, doctrine, and new information management systems and technology changes; conducts training at battalion training functions; manages all developmental programs and the battalion's NCOES order of merit list.

**Battalion Master Trainer**

Serves as a battalion master trainer in support of \_\_\_\_ recruiters and \_\_ recruiting station commanders located in \_ recruiting companies; is the subject matter expert for all battalion training initiatives; assists the battalion master trainers in determining training needs; conducts training at battalion-level training functions; conducts field training assistance visits; analyzes battalion training data and provides recommendations to the battalion senior master trainer; coordinates and conducts training for policy, doctrine, and information management systems and technology changes; manages all developmental programs and the battalion's NCOES order of merit list.

**Brigade Senior Master Trainer**

Leads and trains the brigade mobile recruiter training team; supervises \_ master trainers in support of \_\_\_\_ recruiters located in \_ recruiting battalions; assists in training battalion master trainers and determining battalion training needs; supervises and serves as the subject matter expert for all brigade training initiatives and events; coordinates and conducts field training assistance visits and followup assessments; conducts assessments and AARs for training and mobile recruiting training team events; provides input and participates in the USAREC Quarterly Training Brief; develops and implements new brigade training programs; serves on the brigade targeting cell.

**Brigade Master Trainer**

Serves as a brigade master trainer in support of \_\_\_\_ recruiters located in \_ recruiting battalions; is the subject matter expert for all brigade training initiatives; assists battalion master trainers in determining training needs; conducts training at brigade-level training functions; conducts field training assistance visits; analyzes battalion training data and provides recommendations to the brigade senior master trainer; coordinates and conducts training for policy, doctrine, and information management systems and technology changes; manages all developmental programs and the brigade's NCOES order of merit list.

**USAREC Senior Master Trainer**

Leads and supervises the USAREC Mobile Recruiter Training Team consisting of \_ NCOs; assists in training brigade senior master trainers; serves as the subject matter expert for all training initiatives; assists five brigades in identifying training needs through the Command Inspection Program and field training assistance visits and followups; reviews predeployment assessments to determine training priorities; coordinates and conducts primary training for policy, doctrine, and information management systems and quarterly training briefs; assists in the development, design, and fielding of management systems and new training programs.

**USAREC Master Trainer**

Serves as subject matter expert for all training initiatives; assists five brigades in identifying training needs through the Command Inspection Program and field training assistance visits and followups; conducts training at USAREC functions; analyzes training data from brigades and provides recommendations for the command's training plans and guidance; coordinates and conducts primary training for policy, doctrine, and information management systems; serves on the USAREC Mobile Recruiter Training Team; is the liaison between USAREC and the Recruiting and Retention School for the integration of new technology.

**Assistant Inspector General**

Assistant to an inspector general; inspects recruiting activities at all levels of management for the entire recruiting command covering all 50 states, territories, and OCONUS locations; evaluates compliance with regulatory guidance; identifies system weaknesses; trains organizations to standards; recommends improvements; publishes inspection reports; briefs senior leadership on compliance quality assurance issues; plans and coordinates trips worldwide for 12-man inspection team each costing in excess of \$17K.

**Investigations NCO**

Performs and conducts inquiries and investigations into suspected and alleged recruiting improprieties for the U.S. Army Recruiting Command; conducts independent inquiries of investigations to assist the field in the conduct of these investigations; conducts unannounced inspections and audits for 38 recruiting battalions based on the Battalion Management Reporting System in accordance with current recruiting programs and policies; determines and analyzes negative trends and provides recommended improvements to the recruiting enlistment process; trains recruiting personnel at all levels on reducing improprieties; assists AR 15-6 investigating officers.

**Senior Investigations NCO**

Serves as the NCOIC of an investigative team consisting of \_\_\_\_ personnel; conducts inquiries and investigations into suspected and alleged recruiting improprieties for the U.S. Army Recruiting Command (USAREC); plans and executes unannounced Enlistment Standards Program inspections in 38 recruiting battalions; inspects recruiting stations, military entrance processing station guidance counselor sections, and battalion operations and headquarters; provides trends and analysis to the USAREC Director of Recruiting Standards; trains recruiting personnel at all levels to operate in accordance with established regulatory guidance; assists AR 15-6 investigating officers.

**Exhibit Team Chief**

Serves as an Army exhibit team leader in the recruiting effort developing quality leads in high schools, colleges, and universities nationwide; increases public awareness and improves access to the primary markets while touring eight months of the year; conducts

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**Table 2-3-1****Daily duties and scope (standardized USAREC narratives)--continued**

presentations to a variety of audiences which provide target-age leads and referrals for local recruiters; maintains an 18-wheeled semitractor trailer mobile exhibit vehicle valued in excess of \$1.9 million; responsible for scheduling, coordinating, advancing, managing reports, and assisting in the training of field recruiters and station commanders.

**Exhibit Team NCO**

Serves as an Army exhibitor in the recruiting effort developing quality leads in high schools, colleges, and universities nationwide; increases public awareness and improves access to the primary markets while touring eight months of the year; conducts presentations to a variety of audiences which provide target-age leads and referrals for local recruiters; maintains a mobile exhibit vehicle valued in excess of \$1.9 million; responsible for scheduling, coordinating, advancing, managing reports, and assisting in the training of field recruiters and station commanders.

**Platoon Sergeant (Mission Support Battalion)**

Serve as principal advisor to the first sergeant and commander; responsible for the health and welfare of \_\_\_ senior NCOs and \_\_\_ DA civilians, responsible for 11 mobile exhibits valued at over \$5 million which exhibit eight months out of the year; responsible for all training of exhibitors; manages and distributes touring schedules; coordinates with 44 battalions ensuring travel schedules are in accordance with regulations; manages monthly reports; evaluates return on investment statistics; ensures prompt payment of temporary duty travel voucher claims; manages eight US Bank accounts with a value of \$336,000.

**Recruit the Recruiter Team NCO**

Responsible for recruiting the Army's best NCOs to serve in the U.S. Army Recruiting Command (USAREC); delivers dynamic presentations to Soldiers throughout the Army including Army maneuver division leadership, brigade combat team leadership, and separate reporting units; responsible for coordination between USAREC and HRC for all volunteer recruiter assignments; ensures manning requirements are synchronized with the ARFORGEN model; serves as MOS 79R professional development NCO for the USAREC G1 ensuring the effective management of personnel resources within USAREC.

**Chaplain Recruiter**

Conducts recruiting operations in an area covering \_\_\_\_\_ square miles in order to procure qualified chaplains and chaplain candidates for the U.S. Army; contacts, interviews, and counsels clergypersons and seminary and college students on the benefits of service as a commissioned officer; coordinates recruiting activities in \_\_\_ colleges and \_\_\_ seminaries; responsible for Government equipment valued at \$\_\_\_\_; attends national, state, and local denominational/faith-based conferences promoting a positive image of the Army Chaplains Corps; trains, mentors, and accounts for all chaplain candidates residing in their area; responsible for meeting all assigned team recruiting objectives.

**Chaplain Recruiting Station Commander**

Serves as the station commander of a chaplain recruiting station; supervises and advises \_ enlisted and officer recruiters; oversees decisive, shaping, and sustaining operations within a multistate/intercontinental area covering \_\_\_\_\_ square miles with \_\_\_ faith-based colleges, \_\_\_ colleges with ROTC, and \_\_\_ graduate theological schools; manages recruiting operating systems to include prospecting, processing, and marketing; maintains team production management systems; manages the tactical infostructure; trains and coaches assigned personnel toward mission success; mentors newly commissioned Chaplain officers; accountable for \$\_\_\_\_\_ of property.

**Warrant Officer Recruiter (Boards NCOIC)**

Manages, supervises, and provides guidance to \_\_\_\_\_ civilians; responsible for receipt of all warrant officer applications and the initial quality control check; verifies all eligible applications are ready to board for each warrant officer selection board; ensures all warrant officer board members are prepared and ready to execute their duties through briefings and direct interaction; prepares selection board results for MILPER message release; identifies and repairs application issues during board proceedings.

**Army Reserve Warrant Officer Recruiter**

Serves as an in-service enlisted recruiter for Army Reserve warrant officer candidates in 44 specialty fields; plans, organizes, and executes visits to Army Reserve units seeking potential warrant officer candidates; responsible for establishing and maintaining lead refinement lists; assists potential candidates with their applications, reviews and updates Enlisted Records Brief in accordance with current regulatory guidance; prepares candidates for warrant officer training courses and placement into Army Reserve units; responsible for Government equipment valued at \$\_\_\_\_\_.

**Recruiter Prospector (Team Recruiting)**

Responsible for analyzing, planning, and executing lead generation activities in support of the Army's annual recruiting mission; responsible for the accomplishment of DA assigned quantitative enlistment objectives; conducts daily telephone and face-to-face prospecting activities to include referral and Internet prospecting; responsible for establishing and maintaining close coordination with high school, college, and community officials to implement and conduct a variety of Army recruiting and awareness programs; leads community relations programs and sets the standard in complying with the Army values; responsible for Government equipment valued at \$\_\_\_\_\_.

**Recruiter Counselor (Team Recruiting)**

Responsible for preparing and conducting Army interviews in support of the Army's annual recruiting mission; responsible for conveying all aspects of military service to prospects, applicants, parents, and influencers; responsible for developing knowledge on human behavior, Army programs, recruiting fundamentals, and Soldier skills; manages time to ensure interviews have proper time allocated to be effective; enforces timely followup, performs troubleshooting techniques, initiates quality control measures; leads community relations programs and sets the standard in complying with Army values; responsible for Government equipment valued at \$\_\_\_\_\_.

**Recruiter Processor (Team Recruiting)**

Responsible for preparing and processing applicants for enlistment in support of the Army's annual recruiting mission; responsible for training and self-development on DOD regulations and Federal, State, and local laws; application processes; recruiting fundamentals; and Soldier skills; ensures the timely enlistment for physically, mentally, and morally qualified personnel; validates and schedules

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**Table 2-3-1****Daily duties and scope (standardized USAREC narratives)--continued**

applicant processing, enforces timely followup, performs troubleshooting techniques, initiates quality control measures, and coordinates appropriate battle handoffs to the Future Soldier team leader; responsible for Government equipment valued at \$\_\_\_\_\_.

**Future Soldier Team Leader (Team Recruiting)**

Responsible for the training, development, and accession of Future Soldiers in support of the Army's annual recruiting mission; responsible for planning and executing training on physical fitness, basic combat training tasks, and Soldier skills; develops team building and warrior confidence programs while simultaneously utilizing lead generation, public awareness, and target saturation missions; instills commitment, dedication, and prepares Future Soldiers for a smooth transition into the Army; actively leads community relations programs and sets the standard in complying with the Army values; responsible for Government equipment valued at \$\_\_\_\_\_.

**Recruiter Prospector/Counselor (Team Recruiting)**

Responsible for the accomplishment of assigned quantitative enlistment objectives; tasked with meeting daily, weekly, and monthly prospecting requirements through telephone, face-to-face, referral, and internet lead generation; prepares and conducts Army interviews in support of the Army's annual recruiting mission; responsible for conveying all aspects of military service to applicants, parents, and influencers; responsible for establishing and maintaining close coordination with high school, college, and community officials; conducts a variety of Army recruiting and awareness programs; responsible for Government equipment valued at \$\_\_\_\_\_.

**Station Commander (Team Recruiting)**

Directs and leads an Army recruiting station in an area covering \_\_\_\_\_ square miles with a population of \_\_\_\_\_; supervises \_\_\_\_\_ recruiting NCOs and is responsible for their professional development, morale, health, and welfare; accounts for and trains \_\_\_\_\_ Future Soldiers awaiting entry onto active duty; maintains relationships with \_\_\_\_\_ high schools, \_\_\_\_\_ colleges, and influencers in the local community; implements and maintains a recruiting station management system to include the planning and execution of lead generation activities; maintains control and accountability of equipment valued at \$\_\_\_\_\_.

**Recruiter Team Leader (Team Recruiting)**

Directs and leads an Army recruiting team consisting of \_\_\_\_\_ Regular Army and \_\_\_\_\_ Army Reserve Soldiers in an area covering \_\_\_\_\_ square miles with a population of \_\_\_\_\_; responsible for the professional development, morale, health, and welfare of all subordinates; maintains relationships with \_\_\_\_\_ high schools, \_\_\_\_\_ colleges, and civic leaders throughout the community; develops and implements prospecting plans through intelligence preparation of the environment; oversees Army interviews and processing scheduling; maintains control and accountability of Government equipment valued at \$\_\_\_\_\_.

**Instructor/Writer and Developer (Recruiting and Retention School)**

Performs duties as an instructor, writer, and developer in the Army Recruiting Course; supervises and trains approximately \_\_\_\_\_ new Army recruiters per year; administers training to students in accordance with AR 350-15; stays current on all policies and procedures related to Army recruiting; assists in the development of training publications and training support products utilized by the Recruiting and Retention School; develops lesson plans and end-of-course test materials; makes necessary recommendations for actions regarding academic training or eliminating students from the course in accordance with AR 601-1; responsible for Government equipment valued at \$\_\_\_\_\_.

**Division Chief/Instructor/Writer/Developer (Recruiting and Retention School)**

Serves as one of five division chiefs at the Army Recruiting and Retention School; supervises \_\_\_\_\_ instructors who provide training for approximately \_\_\_\_\_ new Army recruiters per year; performs duties as an instructor, writer, and developer in the Army Recruiting Course; administers training to students in accordance with AR 350-15; assists in the development of training publications and training support products; develops lesson plans and end-of-course test materials; makes necessary recommendations for actions regarding academic training or eliminating students from the course in accordance with AR 601-1; responsible for Government equipment valued at \$\_\_\_\_\_.

**Recruiting Course Director (Recruiting and Retention School)**

Performs duties as a course director at the Recruiting and Retention School; supervises \_\_\_\_\_ division chiefs and \_\_\_\_\_ instructors; oversees the development of all senior instruction and examination material for the \_\_\_\_\_ department; dispatches mobile training teams to assist with training in the seven Army recruiting brigades and 44 recruiting battalions across the United States; advises the Recruiting School Sergeant Major, Command Sergeant Major, and Commandant regarding policies and procedures related to training support products and the operational doctrine of the recruiting courses for all Soldiers across the command.

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**Table 2-3-2****Areas of special emphasis (standardized USAREC examples)**

- Safety (required on all NCOERs)
  - Laptop Computer Security
  - Army Family Team Building
  - High School Recruiting Program
  - Student Lead List Construction
  - College Recruiting Program
  - Officer Candidate School Enlistments
  - NCO Professional Development
  - First Sergeant Development Program
  - Station Commander Development Program
  - Recruiter Development Program
  - Physical Fitness Training Program
-

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**Table 2-3-2****Areas of special emphasis (standardized USAREC examples)--continued**

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- Market Expansion
  - High School Student Testing Program
  - March2Success Program
  - Sergeant Major of the Army Recruiting Team Referral Program
  - Partnership for Youth Success Program
  - Applicant Processing Conversion Ratio
  - Applicant Processing Efficiency
  - Community Influencer Development
  - Community Outreach Program
  - Precision Military Occupational Specialty Placement
  - Critical Military Occupational Specialty Placement
  - Future Soldier Training Program
  - Future Soldier Accession Rate
  - Future Soldier Attrition Rate
  - Army Reserve Accessions
  - Reserve Partnership Council Meetings
  - Reduction of Erroneous Enlistments
  - Recruiter Sustainment Training
  - Leader Development Program
  - Command Inspection Program
  - Distance Learning Management Program
  - Health Professions Scholarship Recruiting Program
  - Soldier Morale and Welfare
  - Application Quality Control
  - Applicant Waiver Processing Time Lines
  - NCOER Quality Control
  - Army Interview
  - Internet Prospecting
  - Quality Enlistments
  - Quarterly Training Briefs
  - Annual Training Conference
  - Company and Battalion Incentive Awards Program
  - Conservation of Government Funds
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**Table 2-3-3****Appointed duties (standardized USAREC examples)**

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- Key Control NCO
  - Station Truck Master
  - Information Technology Management NCO
  - Physical Security NCO
  - Station Supply Sergeant
  - Assistant Station Commander
  - Interim First Sergeant
  - Interim Company Commander
  - Interim Command Sergeant Major
  - Unit Prevention Leader
  - Future Soldier Training NCO
  - Mobile Recruiting Training Team NCOIC
  - Student Armed Services Vocational Aptitude Battery Proctor
  - Unit Retention NCO
  - Unit Equal Opportunity Representative
  - Entrance National Agency Check NCO
  - Language Translator
  - Unit Physical Fitness NCO
  - APFT Grader
  - Safety NCO
  - NCOER Program Manager
  - Battalion Promotion Board Member
  - Battalion Awards Board Member
  - Military Entrance Processing Station Liaison NCO
  - Digital Training Management System Manager
  - Unit Fund Representative
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## 2-5. Part IVa - Army Values, DA Form 2166-8-1

a. Raters must counsel their Soldiers as to how they are performing relative to the Army values in Part IVa of DA Form 2166-8-1 (see table 2-4) and DA Form 2166-8.

Table 2-4

### Part IVa - Army Values, DA Form 2166-8-1

Part IVa: Army Values

Action required:

Tasks/Actions block: Rater informs the rated Soldier what is expected of him with respect to the seven Army values. Include corrective actions to move the rated NCO from "NO" to "YES" ratings if necessary. This information should be written in bullet format.

Performance Summary block: Rater provides an assessment, in bullet format, of the rated NCO's duty performance thus far with respect to the expectations entered in the Tasks/Actions block.

| PART IV- ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS   |   |
|--|---|
| LOYALTY, DUTY, RESPECT, EQ/EEQ, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL COURAGE   |   |
| <b>TASKS/ACTIONS:</b><br><b>NOTE: Do not assume that the rated NCO views these in the same way as you do. Ask the rated NCO to describe their interpretation so you have a base from which to work.</b><br><br><b>Discuss specific expectations you want from the rated NCO during the next 90 days to correct or build upon performance:</b><br><b>EXAMPLE: Next 90 days</b><br><ul style="list-style-type: none"> <li>o Enroll in a cultural diversity class and present training to the Station on differences between military and civilians along with problem solving techniques</li> <li>o Research the Manual of Court Martials and identify each article violated by your actions. Present NLT SEP 15</li> <li>o Prepare, submit for review, and upon approval present a personal apology to the educators also addressing lessons learned</li> </ul> | <b>PERFORMANCE SUMMARY:</b><br><b>Start Here: Inform the rated NCO how you would rate him/her if you were to write the NCOER Today.</b><br><b>EXAMPLE: Initial Counseling from initial assessment</b><br><br><b>Initial (First 30 Days)</b><br><b>Loyalty: Yes</b><br><b>Duty: Yes-Uncanny commitment to mission accomplishment</b><br><b>Respect: NO</b><br><ul style="list-style-type: none"> <li>o displayed a lack of respect towards educators on three separate occasions during HS presentations</li> </ul> <b>Selfless Service: Yes-Sacrifices personal time to assist others</b><br><b>Honor: NO</b><br><ul style="list-style-type: none"> <li>o displayed difficulty in representing the Army in a positive fashion</li> </ul> <b>Integrity: Yes- possesses tremendous candor</b><br><b>Personal Courage: NO</b><br><ul style="list-style-type: none"> <li>o maintained difficulty in controlling emotions</li> </ul> |
| DA FORM 2166-8-1, MAR 2006   | PREVIOUS EDITIONS ARE OBSOLETE.<br><br>Page 1 of 2<br>APD PE v4.00ES  |

Figure 2-1. DA Form 2166-8-1, Part IVa, Army Values

b. In figure 2-1 above, the Tasks/Actions block shows the rater having provided the rated NCO specific expectations regarding the Army values which are to be accomplished within the next 90 days, including necessary corrective actions. As of the initial 30-day counseling session, the rated NCO has displayed shortcomings in the areas of Respect, Honor, and Personal Courage.

## 2-6. Parts IVb through f - Competence, Physical Fitness & Military Bearing, Leadership, Training, and Responsibility & Accountability, DA Form 2166-8-1

a. During the initial and subsequent quarterly counseling sessions, it is critical the rated NCO knows exactly what standards and/or goals he needs to achieve to merit positive feedback in Parts IVb through f of DA Form 2166-8-1 and excellence ratings in Parts IVb through f of DA Form 2166-8-1 (see table 2-5). It is the rater's responsibility to establish these benchmarks for his Soldiers to achieve. For instance, in USAREC, 100 percent mission accomplishment, in any production category, is considered to be the base standard for success. However, it is also imperative that raters develop basic standards for success and excellence that are linked to the Soldier's daily duties and scope, areas of special emphasis, and appointed duties. This action will generate multiple ways to measure the Soldier's level of success regarding whether or not he actually exceeded a given standard or achieved a measurable goal when it comes time to rate the Soldier.

Table 2-5

### Parts IVb through f - Competence, Physical Fitness & Military Bearing, Leadership, Training, and Responsibility & Accountability, DA Form 2166-8-1

Action required:

Tasks/Actions block: Rater informs the rated Soldier what is expected of him with respect to the areas of Competence, Physical Fitness & Military Bearing, Leadership, Training, and Responsibility & Accountability including corrective actions to move the rated NCO from "Needs Improvement" or "Success" ratings to "Excellence" ratings; this information should be written in bullet format.

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**Table 2-5****Parts IVb through f - Competence, Physical Fitness & Military Bearing, Leadership, Training, and Responsibility & Accountability, DA Form 2166-8-1--continued**

Performance Summary block: Rater provides an assessment, in bullet format, of the rated NCO's duty performance thus far with respect to the expectations entered in the Tasks/Actions block of each section of the DA Form 2166-8-1.

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b. Table 2-5-1 provides a list of basic operational standards and goals that are common in USAREC for a variety of duty positions. This information should be used during performance counseling so the rated NCO has a clear understanding of what he must do to achieve excellence on the NCOER. The standards and goals provided include recruiting production and nonproduction areas of interest. This list is not all inclusive as there are certainly many other standards and goals that could be added to this list. Be creative, but most important, be sure to give the rated NCO quantifiable standards that can be achieved and clear goals that can be accomplished, given a strong and conscientious work ethic. Note: It is important not to use "USAREC jargon" in quarterly counseling since this will possibly lead to the bad habit of using similar jargon when writing the NCOER (see para 3-2 and table 3-1 for further guidance related to the use of recruiting jargon). Standards may be established at any level (station, company, battalion, brigade, or USAREC). Ensure the rated NCO knows exactly what level a particular standard has been established so he knows what level of command he is supporting by meeting or exceeding the standard.

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**Table 2-5-1****USAREC sample standards and goals**

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**Section I. Sample Standards (commonly understood minimum levels of performance)**

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Achieve 100(+) % of assigned \_\_\_\_\_ enlistment objective

- Regular Army/Army Reserve vice Combined Volume
- Regular Army vice RA Volume
- Army Reserve vice AR Volume
- Prior Service
- Student
- Corps
- Area of Concentration
- Yearly
- Quarterly

Obtain/construct all \_\_\_\_\_ prospect lists by (a certain date)

- School/College
- Professional (License)

Conduct X funded COI/TAIR events (per quarter/year)

(Example: If the company standard is to conduct one COI event each quarter and a recruiter conducts two, he has exceeded the standard.)

Conduct X Student Presentations

- Per Market Group (Grads, Seniors, etcetera)
- Per School
- Per Month, Quarter, Year

Utilize X ADOS-RC (Active Duty for Operational Support-Reserve Component) Soldier(s) per quarter/year

Generate X new referrals per ADOS-RC Soldier

Generate X new referrals per SRAP/HRAP (Special Recruiter Assistance Program/Hometown Recruiter Assistance Program) Soldier

Conduct X Future Soldier formations per quarter

Generate X new Future Soldier referrals (per month/quarter/year)

Motivate X percent of your Future Soldiers to earn promotion

Maintain a Future Soldier accession rate of at least XX%

Conduct X TPU (Troop Program Unit) visits/presentations per month/quarter/year

Generate X new TPU referrals per month/quarter/year

Submit X percent of your enlistment applications to MEPS in a GO status

Maintain a qualified not enlisted rate of less than X percent

Achieve X percent of DOD enlistments in assigned market

Submit X ROTC referrals per month/quarter

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**Table 2-5-1**  
**USAREC sample standards and goals--continued**

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**Section II. Sample Goals (significant accomplishments achieved by few)**

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Be selected as:

- Regular Army Recruiter of the Quarter and/or Year (company, battalion, brigade)
- Army Reserve Recruiter of the Quarter and/or Year
- New Recruiter of the Quarter and/or Year
- Station Commander of the Quarter and/or Year
- NCO of the Quarter and/or Year
- Soldier of the Quarter and/or Year
- First Sergeant of the Year
- Military Staff Member of the Year
- Instructor of the Year
- Division Chief of the Year
- Sergeant Audie Murphy Club Inductee
- Volunteer of the Year
- Mentor of the Year

Earn:

- Glenn E. Morrell Award
- Recruiter Ring
- Gold Recruiter Badge
- Army Chief of Staff Award for Recruiting Excellence
- Associates, Bachelors, or Masters Degree
- APFT Badge

Achieve:

- Highest APFT score in the unit
- Highest average team APFT score in the company or battalion
- Highest Future Soldier accession rate in the unit
- Save X amount of gov't funds while conducting low or no-cost recruiting publicity events
- Highest number of volunteer hours in the unit
- Highest amount of HRAP/SRAP/Future Soldier referrals in the unit

Miscellaneous:

- Complete Army correspondence course(s)
- Graduate in the top 20% of your class while attending NCOES or be selected as the Distinguished Honor Grad

Note: You cannot use this as an NCOER bullet as it should already appear on the Soldier's DA Form 1059; however, you can use this goal during the Soldier's quarterly counselings if the Soldier is scheduled for NCOES during the rating period.

- Selected over your peers by the 1SG or BN CSM to give training to the entire CO or BN
- Hand-picked over your peers by the 1SG or BN CSM to assume their duties in their absence
- Gain full access to a local high school or college that had previously denied access to military recruiters
- Increase the Army's percentage of DOD enlistments in assigned market to X percent
- Inspire a local high school to implement an Army JROTC Program

---

c. Quarterly counseling updates. During each of the quarterly counseling sessions, the rater should inform the rated NCO how he has performed his duties over the last 90 days. Specifically, the rater should advise the rated NCO where they stand at that point in the rating period regarding "Excellence," "Success," or "Needs Improvement" ratings for each of the areas in Parts IVb through f of the NCOER. The rater should evaluate accomplishments as they compare to the standards and goals that were set during the initial counseling session. In effect, the rater is stating to his Soldier, "If I had to rate you right now, these are the ratings I would give you in each category and why." The rater should provide specific insight to the Soldier, especially for excellence and/or needs improvement ratings. Figure 2-2 provides an example of a quarterly rating update.

|   |  |   |  |
|---|--|---|--|
| RATED NCO'S NAME (Last, First, Middle Initial)  |  | SSN   |  |
| SNUFFY, JOHN, J.  |  | 111-22-3333   |  |
| <b>b. COMPETENCE:</b> <ul style="list-style-type: none"> <li>o Duty Proficiency; MOS competency</li> <li>o Sound judgement</li> <li>o Accomplishing tasks to the fullest capacity; committed to excellence</li> <li>o Technical and tactical knowledge, skills, and abilities</li> <li>o Seeking self-improvement; always learning</li> </ul>   |  |   |  |
| TASKS/ACTIONS:  |  | PERFORMANCE SUMMARY:  |  |
| <b>Based on the performance summary what specific tasks can you prescribe to move this rated NCO from a needs improvement to a success in the next 90 days?</b><br><b>Example: Next 90 Days</b> <ul style="list-style-type: none"> <li>o Study AR 601-210, Chapter 4, and develop a prequal list that reduces unqualified appointments to 10 percent</li> <li>o Contact the 256th Med Bn and participate in WTT training over the next 90 days, retake and pass all tasks</li> <li>o Review/Study UR 385-2 w/CI, AR 385-10, DA PAM 385-1, UR 601-95, and UR 600-25. Develop and present safety training to the entire Company. Assume the responsibilities of Company Safety NCO</li> </ul> |  | <b>Start Here: Inform the rated NCO how you would rate him/her if you were to write the NCOER Today.</b><br><b>INITIAL RATING: Needs Improvement</b> <ul style="list-style-type: none"> <li>o displayed difficulty in prequalifying applicants; 80% of applicants conducted were disqualified from military service</li> <li>o failed all portions of the WTT</li> <li>o lacked sound judgment by failing to perform a risk assessment and subsequently injuring a future Soldier</li> <li>o Developed a Station Commander After Action Review method that was adopted by the entire Battalion resulting in a 15% decrease in ineffective recruiters</li> </ul> |  |
| <b>PHYSICAL FITNESS &amp; MILITARY BEARING:</b> a. Manner and physical appearance   |  | <b>LEADERSHIP:</b> a. Endurance and ability to see the distance   |  |

Figure 2-2. Example of a Quarterly Rating Update (DA Form 2166-8-1)

d. Based on the above example, if the rated NCO was rated today he or she would receive a “Needs Improvement” under “Competence” for items listed in the Performance Summary block of the DA Form 2166-8-1. Notice that the rated NCO has also been given credit for an accomplishment despite the negative items addressed in the summary. When the rater informs the rated NCO that he would receive a “Needs Improvement” rating on his NCOER if it were final today, it sends a strong message to the Soldier that his behavior and performance must change in order to receive a more positive rating. As a rater in USAREC, you should always:

(1) Consider the whole-Soldier concept, not just enlistment production data, when conducting counseling and writing NCOERs.

(2) Inform the rated NCO which specific tasks and/or actions must be accomplished within the next 90 days.

(3) Strive to move the rated NCO from a “Needs Improvement” to a “Success” or “Excellence” rating in all areas of Parts IVb through f of the DA Form 2166-8-1 and the DA Form 2166-8. This will help to ensure the rated NCO is always aware of where he stands regarding his evaluations as well as avoiding confusion and differences of opinion at the end of the rating period. Furthermore, it allows the rated NCO the opportunity to modify his performance level in weak areas. If there is disagreement between the rater and the rated NCO regarding the midpoint rating(s) in a given area(s), there is time to proactively address the issue(s) and improve the rated NCO’s performance. Table 2-5-2 illustrates how this process might look from a broad perspective.

Table 2-5-2  
Sample quarterly counseling rating update

| Counseling Sessions | Competence        | Physical Fitness & Military Bearing | Leadership | Training          | Responsibility & Accountability |
|---------------------|-------------------|-------------------------------------|------------|-------------------|---------------------------------|
| Initial (1st Month) | Needs Improvement | Success                             | Success    | Success           | Success                         |
| 90-Day (4th Month)  | Success           | Success                             | Success    | Success           | Excellence                      |
| 90-Day (7th Month)  | Needs Improvement | Excellence                          | Success    | Needs Improvement | Excellence                      |
| 90-Day (10th Month) | Needs Improvement | Excellence                          | Success    | Success           | Excellence                      |
| Final               | Needs Improvement | Excellence                          | Success    | Success           | Excellence                      |

## 2-7. Senior rater counseling updates

Although not required by regulation, it is strongly recommended that the senior rater advise the rated NCO quarterly regarding how the senior rater will ultimately rate the Soldier based on observed duty performance; specifically, the numbered blocks in Parts Vc and Vd of DA Form 2166-8 should be addressed. It is imperative for the senior rater to

inform the rated NCO as soon as possible in the rating period if they are not performing at a “1/1” level. The senior rater should tell the rated NCO why he is failing to meet the “1/1” performance level and what actions the Soldier can take to reach that threshold before the end of the rating period. If the appropriate discussions have taken place between the senior rater and the rated NCO, the rated NCO should not be surprised by the senior rater’s final rating. In the absence of being informed of midpoint ratings by the senior rater, the rated NCO should initiate communication with the senior rater and ask for periodic updates during the rating period. If the rated NCO’s goal is to get the highest ratings possible, the rated NCO should tell the senior rater what his own expectations are and how diligent he is willing to work to meet or exceed the senior rater’s expectations. This will assist the rated NCO and the senior rater with maintaining open and effective communication and avoid confusion and unnecessary differences of opinion at the end of the rating period.

## 2-8. Counseling session conclusion

a. All counseling sessions should be concluded with the rater’s assessment of the rated Soldier’s overall potential for promotion and service in positions of greater responsibility. Based on all the ratings, how would you rate the NCO: Among the Best, Fully Capable, or Marginal?

b. Key points to consider before making a final decision include the following:

(1) Would you want this rated NCO to be a Platoon Sergeant, Station Commander, First Sergeant, or Command Sergeant Major (CSM) for you in another assignment?

(2) What is the rated NCO’s potential to develop with further grooming?

(3) Where does the rated NCO rank in comparison with his peers?

(4) Have you considered all the data in relation to the rated NCO’s duty performance over the entire rating period?

(5) Is the rating based on one incident or event or is it based on the Soldier’s total duty performance?

(6) If the performance was substandard, have you evaluated the true reason behind the occurrence?

(7) Did the rated Soldier receive an adequate amount of training and appropriate amount of resources to perform the job?

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NO DATA. Please click the Begin NCOER Counseling and Support Form button below to initiate a form.

**NCOER COUNSELING AND SUPPORT FORM**  
DA FORM 2166-8-1 [Link to AR 623-3](#)

U.S. ARMY

Administrative Data | Rater Actions

**Counseling Complete**

This completes the Counseling section of the NCOER Counseling and Support Form.

At this time, the Rater may click VIEW FORM and:

- o Review the NCOER Counseling and Support Form
- o Sign the form by clicking the signature button in the INITIAL block, if this an initial counseling, or LATER block, if this is a follow-up counseling
- o During the face-to-face counseling have the Rated Soldier sign the form by clicking the signature button in the INITIAL block, if this an initial counseling, or LATER block, if this is a follow-up counseling
- o Save the form to the AKO My Forms Portal by clicking SAVE and route the form to the Senior Rater for signature
- o Clicking SAVE AS will allow you to save a copy outside the Portal, i.e., to your computer.

At the end of the rating period, this NCOER Counseling and Support Form may be used to initiate an NCOER by selecting Create NCOER from the "Sp. Task" menu in the AKO MyForms portal. Administrative data and rater feedback from the NCOER Counseling and Support Form will be transferred to the newly created NCOER.

[View Form](#) [Previous](#) [Next](#)

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Figure 2-3. DA Form 2166-8-1, Counseling Complete

c. Figure 2-3 shows the key steps involved with the conclusion of the quarterly counseling session. Note the fourth bullet which addresses the necessity of the senior rater reviewing and signing the counseling form to verify the counseling has taken place.

## 2-9. Failure to counsel

a. Army policy requires all NCOs be counseled on a quarterly basis; this requirement is nonnegotiable. Leaders must take responsibility to counsel subordinates very seriously in order to ensure the professional development of the rated Soldier (see table 2-6).

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**Table 2-6**

**Part IIIf: Counseling Dates, DA Form 2166-8**

**Part IIIf: Counseling Dates**

**Action required:** Enter the actual dates of the counseling obtained from the DA Form 2166-8-1 (YYYYMMDD). When counseling dates are omitted, the senior rater will enter a statement in Part Ve, explaining why counseling was not accomplished. The absence of counseling will not be used as the sole basis for an appeal. However, the lack of counseling may be used to help support other claims made in an appeal.

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b. If the required quarterly counseling did not occur, the senior rater must specifically address this in the senior rater comments of the NCOER. The bullet completed by the senior rater to address this situation would typically look as follows:

o rater failed to counsel the rated Soldier IAW AR 623-3 due to negligence and a serious lack of attention to detail

c. The practice of putting counseling dates that never occurred on an NCOER is not acceptable. Remember, AR 623-3 allows for telephonic counseling (followed by face-to-face interaction) if geographical separation makes a challenge of conducting face-to-face counseling in a timely manner. In the end, the professional development of the rated Soldier is of the utmost importance and should serve as the primary focus of the Soldier's rating chain.

## **Chapter 3**

### **NCOER Preparation in USAREC**

#### **3-1. Purpose and process - DA Form 2166-8**

a. Purpose. The purpose of the NCOER is to provide DA with performance and potential assessments of each rated NCO. The NCOER is undoubtedly the most important document in any Soldier's promotion file and therefore, the most important document in any NCO's career. Leaders at all levels must recognize and understand the importance of providing fair and accurate evaluations to ensure that sound personnel management decisions are made and the NCO's professional development is furthered. The role of rater, senior rater, or reviewer must be taken very seriously as the Army relies on the NCO rating chain to identify the best qualified Soldiers for promotion. This chapter emphasizes the importance of submitting properly written evaluations that truly capture what the rated Soldier has achieved. It also stresses the importance of evaluating every NCO using the whole-Soldier concept and not just enlistment production data as the sole consideration when evaluating performance and potential.

b. Process. Upon the completion of the quarterly counseling using the DA Form 2166-8-1, the Soldier's rating chain will complete the NCOER as the final step in the counseling and evaluation process.

#### **3-2. DA selection board afteraction review comments about USAREC NCOERs and records maintenance**

USAREC can achieve progress regarding effective counseling and writing credible and justifiable NCOERs by reviewing and acting upon DA promotion board afteraction review (AAR) comments. These critiques are released following the conclusion of each centralized promotion board and contain insightful information that specifically relates to the quality of NCOERs written in USAREC. Listed below are some of the consistent AAR comments regarding USAREC NCOERs and records:

a. DA Form 2166-8, Part IIIc, Daily Duties and Scope:

(1) Daily duties and scope narratives are ambiguous and difficult to interpret.

(2) Number of Soldiers supervised by the rated NCO not annotated; should be in the first two lines of this section. (Do not combine the number of RA and/or USAR Soldiers with the number of Future Soldiers assigned to the recruiting station; this is confusing to promotion board members.)

Note: Refer to table 2-3-1 for more information on this topic

b. DA Form 2166-8, Part IIId, Areas of Special Emphasis: Area often left blank; areas listed not addressed in bullets on the reverse side of the NCOER. (Areas of special emphasis should be addressed in Parts IVb through f of the NCOER. This creates a theme for the NCOER that flows from one section to the other; thereby, establishing the NCOER as a credible, well-written document.)

Note: Refer to table 2-3-2 for more information on this topic.

c. DA Form 2166-8, Part IIIe, Appointed Duties:

(1) Area often left blank; duties listed not addressed in bullets on the reverse side of the NCOER.

(2) Duties listed in this section should be those for which the NCO has been appointed on official orders (that is, Unit Prevention Leader NCO, Unit Fund Manager, etcetera). However, it is not mandatory for the additional duty to be appointed on orders to be listed in this section.

Note: Refer to table 2-3-3 for more information on this topic

d. DA Form 2166-8, Parts IVa through f, Values/NCO Responsibilities:

(1) Excellence ratings not supported by quantifiable or measurable data which devalues the bullet. Raters need to substantiate excellence bullets; senior rater comments need to be clear and strong.

(2) Senior rater bullet phrases such as “promote now,” “promote ahead of peers,” and “promote immediately” are frequently used; these phrases are stronger when quantified with comments such as “number one first sergeant of the seven companies in my command” or “this NCO is my number one recommendation for promotion.”

(3) NCOER bullets are repeated from one section to another in Part IV with only a slight modification in wording; this violates DA Pam 623-3, paragraph 3-7b(5).

(4) USAREC jargon and/or acronyms used too frequently in NCOER bullets; this causes confusion amongst promotion board panel members who are not familiar with such terms.

Note: Refer to paragraph 3-3 for more information on this topic.

(5) Height and weight data from one NCOER to another appeared inconsistent and without explanation.

(6) Rater and senior rater comments often contradict one another; this causes confusion amongst the board panel members.

(7) Many USAREC bullet comments in Part IV of the NCOER are focused solely on enlistment production data instead of the whole-Soldier concept.

Note: Refer to paragraph 3-5 for more information on this topic.

e. DA Form 2166-8, Part V, Overall Performance and Potential: Senior rater numerical ratings in Parts Vc and d contradicted the senior rater bullet comments in Part Ve (for example, senior rater gives two “1” blocks with a comment that says “promote with peers”).

f. NCO training and education status:

(1) NCOs earning associate degrees and above place themselves in an improved posture for promotion.

(2) NCOs earning distinguished graduate status and awards in the Noncommissioned Officer Education System (NCOES) stand apart from their peers.

g. Records maintenance:

(1) DA photos not updated; rank worn by NCO in photo is different from NCO’s current rank.

(2) NCOs wearing ill-fitting uniforms in DA photo.

(3) NCOs who take the time to thoroughly review their records and provide brief comments to board members regarding missing documents, record discrepancies, etcetera, are viewed as conscientious and responsible.

### 3-3. Recruiting jargon

a. As mentioned in paragraph 3-1, AARs from previous DA centralized selection boards have consistently stated that USAREC NCOERs contain far too much “recruiting jargon.” It is imperative that raters and senior raters in USAREC make every attempt not to use recruiting jargon when writing NCOERs. Promotion board panel members from every Army career management field (CMF) review files on current and former USAREC Soldiers. NCOERs that contain excessive amounts of recruiting jargon cause confusion amongst promotion board panel members and, ultimately, a disservice to the Soldier being considered for promotion.

b. A litmus test should be applied to every bullet that is placed on a USAREC NCOER. Ask the question: Will this bullet be easily understood by anyone from any CMF who has never been assigned to USAREC? If the answer is yes, you probably have a good bullet; if there is any doubt, the bullet should be rewritten.

c. When writing NCOERs, USAREC rating chain officials should use Army doctrinal language whenever possible. This is beneficial to selection board panel members since they are reading NCOER bullets written in a familiar lingo. For instance, if a recruiter has successfully leveraged the March2Success Program, which enhances the Army’s presence in the local community, he is conducting a civil affairs activity. A bullet that may articulate this success might be written as follows:

o conducted highly effective civil affairs operations; assisted over 100 high school students in raising state and national

standardized exam aptitudes

d. Refer to field manuals such as FM 3-0 or FM 6-22 for more examples of Army terms and phrases that will assist you in making your NCOER bullets more reader-friendly to anyone in the Army.

e. USAREC NCOER rating chain officials should pay specific attention and adherence to DA Pam 623-3, paragraphs 3-7b(1) through (5) as listed below when writing USAREC NCOER bullet comments:

b. *“Bullet comments.* Bullet comments are mandatory regardless of ratings given. Narrative rules for Part IV, bullet comments will—

(1) Be short, concise, to the point. Bullets will not be longer than two lines, preferably one; and no more than one bullet to a line.

(2) Start with action words (verbs) or possessive pronouns (his or her); Personal pronouns he or she may be used; should use ‘past’ tense when addressing NCO’s performance and/or contributions.

(3) Be double-spaced between bullets.

(4) Be preceded by a small letter ‘o’ to designate the start of the comment. Each bullet comment must start with a small letter unless it’s a proper noun that is usually capitalized.

(5) A specific example can be used only once; therefore, the rater must decide under which responsibility the bullet fits best (or is most applicable).”

Note: There is additional guidance for writing bullets in paragraph 3-7.

f. Table 3-1 provides examples of commonly used recruiting jargon and recommended alternatives more easily understood by personnel not familiar with recruiting jargon. The recommended alternatives are not the only substitutes that can be used. Raters should be creative and not limit themselves to the examples provided in this guide.

**Table 3-1**  
**Recruiting jargon alternatives**

| <b>Recruiting Jargon Used Improperly</b>   | <b>Recommended Alternatives</b>  |
|--|--|
| <b><i>DEP</i></b><br>o effectively used his DEPs as combat multipliers in the recruiting mission                                     | <b><i>Future Soldier/New Enlistee</i></b><br>o motivated his Future Soldiers to provide referrals and assist with recruiting activities in the local community (S)                       |
| <b><i>DEP Loss/Loss Rate</i></b><br>o had the lowest DEP loss rate in the unit   | <b><i>Future Soldier Attrition</i></b><br>o maintained a Future Soldier attrition rate of 5% which exceeded the battalion standard by 5% (E)   |
| <b><i>Ship</i></b><br>o shipped 95% of his DEPs to basic training  | <b><i>Access</i></b><br>o motivated 95% of his Future Soldiers to access onto active duty which exceeded the battalion standard by 5% (E)  |
| <b><i>GSA/IIIA</i></b><br>o achieved 120% of his GSA mission   | <b><i>Quality Enlistment</i></b><br>o achieved 120% of his quality enlistment objective; DA’s high priority recruiting category (E)  |
| <b><i>DEP Function/Formation</i></b><br>o conducted DEP functions which helped motivate his DEPs and prepare them for basic training | <b><i>Future Soldier Training Event</i></b><br>o motivated his Future Soldiers to earn accelerated promotions prior to initial entry training by conducting superior training events (S) |
| <b><i>Mission Box</i></b><br>o achieved Mission Box for four consecutive months  | <b><i>Mission Success</i></b><br>o motivated his Soldiers to achieve mission success in six of eight measurable recruiting categories (S)  |
| <b><i>Mission</i></b><br>o made 125% of his Regular Army mission   | <b><i>Recruiting Objective/Goal</i></b><br>o achieved 125% of his Regular Army recruiting objective (E)  |

**Table 3-1**  
**Recruiting jargon alternatives--continued**

| <b>Recruiting Jargon Used Improperly</b>   | <b>Recommended Alternatives</b>   |
|--|---|
| <p><b><i>P2 (term not used in recruiting doctrine)</i></b></p> <p>o generated 12 referrals via P2 prospecting which led to three new enlistments</p>   | <p><b><i>Referral Prospecting</i></b></p> <p>o generated three enlistments by maximizing all referral prospecting methods; produced the most referrals in the unit (E)</p>                        |
| <p><b><i>P3 (term not used in recruiting doctrine)</i></b></p> <p>o had more P3 contracts than any other recruiter in the company</p>                  | <p><b><i>Face-to-Face Prospecting</i></b></p> <p>o increased Army's market share in his area by 50% by conducting superior face-to-face prospecting operations (E)</p>                            |
| <p><b><i>P4 (term not used in recruiting doctrine)</i></b></p> <p>o conducted a successful P4 prospecting blitz which generated five new contracts</p> | <p><b><i>Internet Prospecting</i></b></p> <p>o developed innovative ways to leverage Internet technology during prospecting operations; generated five new enlistments (S)</p>                    |
| <p><b><i>COI</i></b></p> <p>o successfully utilized his COIs to greatly enhance his recruiting efforts</p>   | <p><b><i>Community/Civic Leader; Influencer</i></b></p> <p>o developed strong bonds with numerous community leaders and influencers which greatly assisted his recruiting efforts (S)</p>         |
| <p><b><i>COI Function</i></b></p> <p>o conducted two COI functions which generated 14 new commitments to assist in Army recruiting efforts</p>         | <p><b><i>Community/Civic Leader Event</i></b></p> <p>o planned and executed public awareness events with local civic leaders; developed 14 alliances to assist with recruiting efforts (S)</p>    |
| <p><b><i>Grad</i></b></p> <p>o wrote more grads than any other recruiter in the company</p>  | <p><b><i>High School Graduate</i></b></p> <p>o enlisted more high school graduates than any other recruiter in the company (E)</p>  |
| <p><b><i>HSSR/CIHS</i></b></p> <p>o had the best HSSR recruiting program in the company</p> <p>o achieved 110% of his CIHS mission</p>                 | <p><b><i>Student Recruiting</i></b></p> <p>o achieved 110% of his student recruiting objective; maintained the best high school recruiting program in the company (E)</p>                         |
| <p><b><i>ASVAB</i></b></p> <p>o scheduled three of his high schools to ASVAB</p>   | <p><b><i>Student Testing Program</i></b></p> <p>o convinced three school administrations to participate in the Student Testing Program which previously displayed a history of resistance (E)</p> |
| <p><b><i>PS</i></b></p> <p>o aggressively worked his PS market leading to mission success</p>  | <p><b><i>Prior Service</i></b></p> <p>o achieved 125% of his prior service recruiting objective; developed many new TTPs to fully penetrate this difficult market (E)</p>                         |
| <p><b><i>NPS</i></b></p> <p>o wrote more NPS contracts than any other station in the battalion</p>   | <p><b><i>Nonprior Service</i></b></p> <p>o led his recruiters in achieving a 25% increase in nonprior service enlistments from the previous FY; highest gain in the unit (E)</p>                  |
| <p><b><i>RZ/LZ/ARISS, etcetera</i></b></p> <p>o was chosen by the first sergeant to provide training on RZ/LZ to the entire company</p>                | <p><b><i>Automated Recruiting Systems</i></b></p> <p>o selected by the 1SG to conduct company training on all automated recruiting systems; reduced routine task execution time by 50% (E)</p>    |
| <p><b><i>Recruiting Tools</i></b></p> <p>o effectively used his recruiting tools to enhance his ability to achieve mission</p>                         | <p><b><i>Recruiting Management Resources</i></b></p> <p>o maximized available recruiting management resources to efficiently manage his required tasks and personnel (S)</p>                      |

**Table 3-1**  
**Recruiting jargon alternatives--continued**

| <b>Recruiting Jargon Used Improperly</b>   | <b>Recommended Alternatives</b>  |
|--|--|
| <b><i>PMS</i></b><br>o routinely made his PMS leading to mission success   | <b><i>Prospecting Goals</i></b><br>o executed a steadfast work ethic resulting in consistent achievement of his weekly prospecting goals (S)   |
| <b><i>Super Leads</i></b><br>o tirelessly worked his super leads in an effort to maximize production which helped him achieve 133% combined volume | <b><i>High-Priority Leads</i></b><br>o his aggressive pursuit of high-priority leads helped him achieve 133% of his Regular Army/Army Reserve enlistment objective (E)                         |
| <b><i>LRLs</i></b><br>o constructed 100% of his LRLs prior to the established deadline   | <b><i>Lead Refinement Lists</i></b><br>o constructed 100% of his lead refinement lists prior to suspense date which helped increase prospect contact rates (S)                                 |
| <b><i>RWS</i></b><br>o ensured all new contacts and leads were properly loaded into his RWS IAW established SOP                                    | <b><i>Government Computer/IT Equipment</i></b><br>o demonstrated a high level of IT functional competence while leveraging technology at every opportunity (S)                                 |
| <b><i>Conversion Rate</i></b><br>o maintained a 85% conversion rate for the entire FYXX  | <b><i>Applicant Processing Efficiency Rate</i></b><br>o achieved an 85% applicant processing efficiency rate during FYXX; highest rate in the company (E)                                      |
| <b><i>Zero Roller/Low Producer/Ineffective Recruiter</i></b><br>o had the fewest zero-rollers in the battalion                                     | <b><i>These terms should not be used</i></b><br>(write bullet in positive as opposed to negative terms)<br><br>o achieved the highest percentage of successful recruiters in the battalion (E) |
| <b><i>Production</i></b><br>o his station had the highest production in the battalion  | <b><i>Enlistments</i></b><br>o his station produced more enlistments than any other station in the battalion (E)   |
| <b><i>Market Share</i></b><br>o his station's market share increased by 20% during FYXX  | <b><i>Army Share of DOD Enlistments</i></b><br>o led his station to increase the Army's share of DOD enlistments by 40% during FYXX (E)  |
| <b><i>Quarter Box</i></b><br>o achieved quarter box all four quarters during FYXX  | <b><i>Quarterly Recruiting Objective</i></b><br>o met or exceeded his quarterly recruiting objective every quarter in FYXX (E)   |
| <b><i>Write Rate</i></b><br>o his recruiters maintained the highest write rate in the company  | <b><i>Enlistment Rate</i></b><br>o motivated his Soldiers to achieve the highest average monthly enlistment rate in the company (E)  |

Note: E=Excellence bullet; S= Success Bullet

### 3-4. Sample bullets for excellence and success ratings

a. Tables 3-2, 3-3, and 3-4 provide sample excellence and success bullets for the positions of recruiter, station commander, and first sergeant. The intent is to illustrate the distinct difference between excellence and success when writing NCOER bullets. Excellence bullets are characterized by quantifiable terms that denote a higher level of duty performance than that expected within a rating of success. Excellence ratings should be clearly articulated as something accomplished above ordinary expectations during the rating period. Measure the accomplishment against a quantifiable or qualitative standard or goal. It is always advisable to show multiple excellence bullets in a given area. However, if only one bullet is used to justify the excellence rating, that bullet should be the first one listed in the block.

b. Success bullets capture duty performance levels that are expected of any NCO. Note that in the samples provided,

every success bullet articulates the type of work ethic that any leader would expect from their subordinates. However, every excellence bullet has been supported by an achievement or accomplishment that is quantifiable and/or measurable against a standard that was exceeded or a goal that was achieved by few.

c. Awarding excellence ratings in any area without at least one legitimate excellence bullet does a disservice to the rated NCO. Promotion board AARs consistently indicate that excellence ratings which are not supported by valid excellence bullets have a low degree of credibility amongst panel board members.

**Table 3-2**  
**Sample recruiter bullets**

| <b>Excellence</b>  | <b>Success</b>   |
|--|--|
| <p><b>Competence</b></p> <ul style="list-style-type: none"> <li>o quickly mastered the recruiting specialty; accomplished 150% of his assigned recruiting objective while earning the Gold Recruiter Badge</li> <li>o demonstrated superior technical competency; reduced enlistment contract errors by 25% during the rating period</li> <li>o recognized as the top recruiter in the company; achieved a 36% increase in enlistments over the previous year</li> </ul>                         | <p><b>Competence</b></p> <ul style="list-style-type: none"> <li>o accomplished his assigned recruiting objectives while earning several recruiting incentive awards</li> <li>o demonstrated a clear understanding of the recruiting specialty; used innovative techniques to improve the recruiting process</li> <li>o his thorough understanding of recruiting operations helped increase the number of new enlistments over the previous FY</li> </ul> |
| <p><b>Physical Fitness &amp; Military Bearing</b></p> <ul style="list-style-type: none"> <li>o achieved 279 on his APFT; maintained the Physical Fitness Badge</li> <li>o led 100% of his 16 Future Soldiers to pass the APFT helping them earn accelerated promotions prior to departing for initial entry training</li> <li>o selected over 250 of his peers to appear on a recruiting publicity item promoting a positive image of the US Army</li> </ul>                                     | <p><b>Physical Fitness &amp; Military Bearing</b></p> <ul style="list-style-type: none"> <li>o maintained high levels of personal fitness and encouraged others to do the same</li> <li>o motivated many of his Future Soldiers to pass the APFT prior to departing for initial entry training</li> <li>o represented the Army favorably both on and off duty</li> </ul>   |
| <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>o implemented a dynamic high school recruiting program which increased student enlistments by 50% from the previous FY</li> <li>o increased student referrals by 100% from the previous FY; executed the most effective Future Soldier Referral Program in the company</li> <li>o mentored the top new recruiter in the battalion for FYXX; set a positive example for others to follow</li> </ul>                               | <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>o implemented a high school recruiting program which increased student enlistments from the previous FY</li> <li>o motivated his Future Soldiers to provide referrals</li> <li>o mentored other Soldiers towards mission success; set a positive example for others to follow</li> </ul>   |
| <p><b>Training</b></p> <ul style="list-style-type: none"> <li>o accessed 95% of his Future Soldiers to active duty; executed one of the best Future Soldier training programs in the battalion</li> <li>o assisted the commander with revision of the Future Soldier Training SOP; helped increase the Future Soldier accession rate to 93%</li> <li>o handpicked by the CSM over 250 of his peers to conduct battalion training on college recruiting programs</li> </ul>                       | <p><b>Training</b></p> <ul style="list-style-type: none"> <li>o maintained a sound Future Soldier Training Program</li> <li>o assisted the company commander with the revision of the unit's Future Soldier Training SOP</li> <li>o participated in weekly station training sessions and willingly shared his knowledge with Soldiers throughout the unit</li> </ul>   |
| <p><b>Responsibility &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>o commended by the BN XO during the unit CIP for outstanding vehicle maintenance and government property accountability</li> <li>o mentored one of his peers to Sergeant Audie Murphy Club induction; encouraged others to grow beyond their expectations</li> <li>o motivated six of his assigned schools to provide free student contact lists saving the government approximately \$2,000</li> </ul> | <p><b>Responsibility &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>o successfully maintained and accounted for his government property and vehicle valued in excess of \$50,000</li> <li>o always encouraged others to grow both personally and professionally</li> <li>o conserved government funds whenever possible; took responsibility for his actions regardless of the outcome</li> </ul>                                   |

**Table 3-3**  
**Sample station commander bullets**

| <b>Excellence</b>   | <b>Success</b>   |
|---|--|
| <b>Competence</b>   | <b>Competence</b>  |
| <ul style="list-style-type: none"> <li>o earned a Bachelor's Degree from Touro University International; graduated with honors and maintained a 3.75 GPA</li> <li>o selected over seven of his peers to attend a Lean Six Sigma course; improved applicant waiver processing time lines by 50%</li> <li>o finished # 2 in his class in the USAREC Guidance Counselor Operations Course; recognized by the School Commandant</li> </ul>                  | <ul style="list-style-type: none"> <li>o completed six semester hours of college during his off-duty hours</li> <li>o attended a Lean Six Sigma Rapid Improvement forum and used the knowledge he gained to improve business practices in the station</li> <li>o completed the USAREC Guidance Counselor Operations Course</li> </ul>  |
| <b>Physical Fitness &amp; Military Bearing</b>  | <b>Physical Fitness &amp; Military Bearing</b>   |
| <ul style="list-style-type: none"> <li>o increased his APFT score by 35 points and earned the Physical Fitness Badge</li> <li>o motivated his Soldiers to improve their APFT scores by an average of 30%; highest increase in the company</li> <li>o completed the Marine Corps Marathon; placed in the top 500 out of 15,000 runners</li> </ul>  | <ul style="list-style-type: none"> <li>o participated in a rigorous physical fitness program; increased his APFT score by 35 points</li> <li>o motivated his subordinates to improve their APFT scores</li> <li>o participated in various running events within the local community</li> </ul>   |
| <b>Leadership</b>   | <b>Leadership</b>  |
| <ul style="list-style-type: none"> <li>o selected to serve as the acting first sergeant over seven of his peers; motivated the company to exceed their objective</li> <li>o led his station to achieve recognition as top station in the battalion for FYXX; achieved 120% of its recruiting objective</li> <li>o recognized as the top Future Soldier leader in the company; inspired Future Soldiers to provide 12 new enlistments in FYXX</li> </ul> | <ul style="list-style-type: none"> <li>o successfully served as the acting first sergeant; provided sound guidance to all Soldiers in the unit</li> <li>o led his station to mission success during FYXX</li> <li>o inspired Future Soldiers to provide referrals during the Summer Surge Program; helped the battalion to increase enlistment production</li> </ul>                         |
| <b>Training</b>   | <b>Training</b>  |
| <ul style="list-style-type: none"> <li>o executed a superior Future Soldier training program; two of his Future Soldiers were selected as honor graduates during IET</li> <li>o masterfully trained three new recruiters; each finished FYXX in the top 20% of all recruiters in the unit</li> <li>o demonstrated stellar training abilities and played a vital role in the company being named top company in brigade for FYXX</li> </ul>              | <ul style="list-style-type: none"> <li>o thoroughly trained his Future Soldiers ensuring they were fully prepared for initial entry training</li> <li>o trained three new recruiters to accomplish their enlistment objective which helped the unit achieve success</li> <li>o contributed to the success of the company by sharing his knowledge and expertise whenever possible</li> </ul> |
| <b>Responsibility &amp; Accountability</b>  | <b>Responsibility &amp; Accountability</b>   |
| <ul style="list-style-type: none"> <li>o mentored one of his NCOs to be recognized as the BN Recruiter of the Year; always encouraged his Soldiers to grow</li> <li>o generated 14 enlistments and saved the government \$10,000 by conducting low and no-cost recruiting publicity events</li> <li>o received the Commander's Safety Award; achieved the highest amount of recruiting station accident-free vehicle miles in the unit</li> </ul>       | <ul style="list-style-type: none"> <li>o encouraged his Soldiers to learn and grow by providing positive and proactive leadership</li> <li>o conserved government funds whenever possible</li> <li>o emphasized safety at every opportunity; his recruiters logged thousands of accident-free miles during the rated period</li> </ul>   |

**Table 3-4**  
**Sample first sergeant bullets**

| <b>Excellence</b>  | <b>Success</b>   |
|--|--|
| <p><b>Competence</b></p> <ul style="list-style-type: none"> <li>o led his company to achieve a top five ranking in the BDE for Regular Army/Army Reserve mission accomplishment in FYXX</li> <li>o selected as the top first sergeant in the brigade for 2nd Qtr, FYXX; demonstrated outstanding technical abilities</li> <li>o achieved a 40% increase in enlistment production from the previous FY; highest net gain in the battalion</li> </ul>                  | <p><b>Competence</b></p> <ul style="list-style-type: none"> <li>o executed innovative recruiting TTPs to guide his company to successful mission accomplishment</li> <li>o technically proficient NCO; set the standard for his Soldiers to follow</li> <li>o led his company to increase enlistment production; demonstrated a proactive leadership style and adaptability to operating environment</li> </ul>                              |
| <p><b>Physical Fitness &amp; Military Bearing</b></p> <ul style="list-style-type: none"> <li>o displayed an unmatched stamina level by guiding the company to exceed enlistment objectives for four consecutive quarters</li> <li>o motivated his company to attain the highest APFT average score in the battalion</li> <li>o earned the Army Physical Fitness Badge; achieved the highest APFT score in the unit</li> </ul>  | <p><b>Physical Fitness &amp; Military Bearing</b></p> <ul style="list-style-type: none"> <li>o displayed exceptional endurance and stamina; guided his company to consistently meet their enlistment objectives</li> <li>o routinely stressed physical fitness and personal well-being at every opportunity</li> <li>o set a positive example by maintaining a sound personal fitness program</li> </ul>                                     |
| <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>o led the company to achieve an unprecedented 98% accession rate for new enlistees; highest rate in the battalion</li> <li>o led his company to achieve 114% of its quality enlistment objective; ranked # 3 in BDE for this priority enlistment category</li> <li>o commended by the local mayor for his outstanding work mentoring underprivileged youth throughout the community</li> </ul>       | <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>o inspired his company to increase their accession rate for new enlistees</li> <li>o guided his company towards mission success in the high priority quality enlistment recruiting category</li> <li>o always looked for opportunities to coach and mentor; performed volunteer work in the local community during his off duty hours</li> </ul>                             |
| <p><b>Training</b></p> <ul style="list-style-type: none"> <li>o flawlessly trained, coached, and mentored the top station commander in the battalion for FYXX</li> <li>o developed and implemented a superior Future Soldier training SOP; helped reduce Future Soldier attrition by 25%</li> <li>o developed and implemented a dynamic company awards program which helped increase enlistments by 44% over last FY</li> </ul>                                      | <p><b>Training</b></p> <ul style="list-style-type: none"> <li>o trained a new station commander who made significant contributions to the success of the unit</li> <li>o developed and implemented a company Future Soldier Training SOP which helped reduce the unit's Future Soldier attrition rate</li> <li>o developed and implemented a company incentive awards program which motivated recruiters and increased production</li> </ul> |
| <p><b>Responsibility &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>o motivated his Soldiers to complete more college credits and earn more degrees than any other unit in the battalion</li> <li>o mentored one of his Soldiers to be recognized as the Brigade NCO of the Year over 1,500 other NCOs</li> <li>o motivated one of his NCOs to be inducted into the prestigious Sergeant Audie Murphy Club; one of only 33 in USAREC</li> </ul> | <p><b>Responsibility &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>o always encouraged his subordinates to pursue higher education</li> <li>o motivated his Soldiers to grow both personally and professionally</li> <li>o inspired all personnel in the unit to achieve levels of success that far exceeded their own expectations</li> </ul>   |

### 3-5. Tips for rating officials

#### a. Rater.

(1) When you counsel, spend most of your time talking to the future; what should be done and what should be done better. Do not dwell on the past and do not forget to listen to the rated NCO's ideas and points of view regarding critical points and topics of concern.

(2) Schedule your quarterly counseling sessions well in advance and stick to your schedule. This will avoid the perception by the rated NCO that the only time you want to counsel is when something negative occurs.

(3) Review the rated NCO's last NCOER and keep it on file. This will allow you to easily assess his past performance and develop a plan of action to either maintain or improve his duty execution.

(4) When you rate:

(a) Follow the rules for bullet comments found in DA Pam 623-3.

(b) Consider total Soldier performance.

(c) Stay away from recruiting jargon.

(d) Focus on the positive by using the "glass is half full" school of thought. For example, instead of writing "maintained a Future Soldier attrition rate of five percent," write "accessed 95 percent of his Future Soldiers on active duty." Instead of saying "failed to achieve his recruiting objective only once during the rating period," write "met or exceeded his recruiting objective 11 of 12 months during the rating period."

(e) When writing bullets, focus on how the NCO performed relative to the sub-bullets listed below each NCO responsibility listed in Parts IVb through f. In certain instances, you may actually use some of the words in the sub-bullets in the actual bullets that rate the Soldier's performance. For example, under competence, a bullet may be written as follows: "demonstrated sound judgment when faced with making difficult decisions."

(f) A rated NCO with all success ratings in Part IV can be rated "Among the Best" in Part V, item a.

(g) If the rated NCO was administered UCMJ or some other type of adverse action during the rating period, he is clearly not "Among the Best" and therefore should be rated accordingly by the rater and senior rater.

#### b. Senior rater.

(1) Get to know the NCOs you senior rate. The better you know the rated NCO, the better you will do your duty as the senior rater.

(2) Validate that the rater is in fact conducting all required counseling and has a counseling and support form (DA Form 2166-8-1). AR 623-3 requires you to review and initial the initial and all subsequent quarterly counseling sessions. Always remember that Soldiers do what leaders check!

(3) Make sure the rater's bullets follow the rules and are well written. Check all ratings and ensure the bullets fully support the rating. If the ratings are not seemingly justified with proper bullets, you should further discuss with the rater to ensure the most accurate account of the Soldier's duty performance is reflected on the NCOER.

(4) Your primary mission is to evaluate potential, so make sure your bullet comments include recommendations for the future.

(5) Whenever possible, indicate where the rated NCO stands in comparison to all of the other NCOs you senior rate in that duty position category. By doing so, you are clarifying for the promotion board your top NCOs that should be considered first for promotion. See table 3-5 for examples.

(6) Senior rater bullets should focus on promotions, schools, and future assignments, at a minimum. Avoid using generic bullets such as "prime candidate for promotion." Such phrases tend to leave board members wondering what the true intent is. Table 3-5 provides sample bullets for each of these three areas. This list is not all inclusive as there are clearly more examples of standards and goals that have not been provided. Do not limit yourself to the examples in this table. Be creative!

---

**Table 3-5**

**Sample senior rater bullets**

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Bullet comments addressing potential for promotion:

- promote to (rank) now; already serving successfully in the position
  - promote to (rank) now
  - promote to (rank) immediately
  - promote to (rank) ahead of peers
  - promote to (rank)
  - promote to (rank) with peers
-

---

**Table 3-5****Sample senior rater bullets--continued**

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- promote to (rank) if allocations exist
- continue to groom for promotion to (rank)
- needs additional grooming before being seriously considered for promotion
- not ready for promotion
- do not promote

Bullet comments addressing potential for future schooling and/or training:

- send to (ANCO, DA First Sergeant Course, USASMC) now
- send to (school) at earliest opportunity
- send to (school) when seats become available
- continue to train and school whenever possible
- Soldier is not physically prepared to attend NCOES
- additional training will be of no value to this Soldier

Bullet comments addressing potential for future assignments with increased responsibility:

- assign as a station commander immediately; ready for increased responsibility
- assign as a large recruiting station commander now; will lead any group of Soldiers to success
- assign as a first sergeant at first opportunity; more than capable of assuming this leader role
- assign as a battalion CSM ahead of his peers; will handle the challenge with ease
- ability to handle increased responsibility is questionable; maintain in current grade/position
- struggles when placed in charge; may do well in a staff position with minimal supervisory responsibilities
- has no desire to serve in positions of increased responsibility; comfortable with status quo

General bullet comments addressing overall performance and potential:

- number 3 recruiter out of 35 in the company; clearly in the top 10%
  - best station commander of eight that I senior rate; undoubtedly my number one choice for promotion
  - clearly the number one first sergeant of the seven I senior rate
  - top battalion CSM of nine in the brigade; must select for brigade CSM position
- 

(7) Senior raters are not limited to three bullets in Part Ve of the NCOER. You may use up to six as long as there is double-spacing between bullets.

(8) Senior raters must understand the definitions for the X's in Part V, items c and d. Per DA Pam 623-3, the following definitions are provided:

- (a) 1 - Cream of the crop; recommendation for immediate promotion (now).
- (b) 2 - Very good, solid performance; strong recommendation for promotion (ahead of peers).
- (c) 3 - Good performance; recommendation for promotion if sufficient allocations exist (with peers).
- (d) 4 - Fair performance; NCO should not be promoted at this time.
- (e) 5 - Poor performance; needs significant improvement; consider for a DA imposed bar to reenlist and separation under Qualitative Management Program.

(9) When a senior rater issues a "1" in performance and/or potential, he is telling the board to promote that rated NCO right now. Senior raters should ensure that Soldiers who are given "1" block ratings have actually earned them and are truly worthy of immediate promotion.

(10) Senior raters must address a rater's evaluation of marginal potential. This is meant to force a dialog between these two raters. The senior rater will place one bullet that indicates agreement or disagreement with the marginal rating. If the senior rater agrees, a bullet is necessary that identifies the rated NCO's shortcoming. Example: "set a poor example for his subordinates to follow; his lack of enthusiasm towards meeting standards resulted in repeated failure of basic Soldier tasks."

(11) Failure to address potential can send a strong, often unintended message to a selection board member (that is, generic bullets must mean this NCO has marginal potential). A lack of comments on promotion potential may be interpreted as "keep in the same grade."

c. Reviewer.

(1) Consider yourself the honest broker and the last line of defense. It is your responsibility to see that the evaluation on the NCOER is accurate, fair, and serves the best interests of the Army. Feedback from the NCO Corps indicates a strong desire to have a reviewer overwatch the evaluation process. Do not take your responsibility in the rating chain lightly.

(2) Step in as soon as you see something going wrong. Try to correct differences of opinion on the part of the rater

and senior rater before the report is processed. You cannot force them to change an honest evaluation, but in many cases, professional discussion will resolve the issue.

(3) When you are unable to resolve a disagreement, express your nonconcurrence with an enclosure. Only use an enclosure when you have a significant disagreement.

(4) Spot check to ensure that performance counseling is being executed. Effective counseling will result in positive duty performance and is essential to leader development.

(5) When a report is submitted to you for review and signature, check to see that all excellence rating bullets are fully justified. If you observe a bullet or bullets that do not justify excellence ratings, send the report back to the rater and senior rater for further review and possible revision.

### **3-6. Prohibited and authorized comments**

a. The following words, terms, phrases, and/or subject areas are prohibited on the NCOER:

- (1) Retirement.
- (2) Anything outside the report period (except for relief for cause).
- (3) Allegation.
- (4) Anything pending.
- (5) Article 15.
- (6) Letter of reprimand.
- (7) Letter of admonishment.
- (8) Chapter discharge.
- (9) Marital status.
- (10) Flagged.
- (11) Court martial.
- (12) Reduction.
- (13) Civil trial.
- (14) Bar to reenlistment or letter of declination (same as bar).
- (15) Charged with.
- (16) Security clearance suspended or loss of security clearance.
- (17) Received letter of counseling.
- (18) Received disciplinary action.
- (19) Rehabilitative reassigned.
- (20) Attempted suicide.
- (21) Pending medical board.
- (22) Found guilty.
- (23) Convicted of.
- (24) Released from any school or course (Basic Noncommissioned Officer Course, Advanced Noncommissioned Officers' Course, Sergeants Major Course, etcetera,) or attendance was canceled.
- (25) Titled (same as charged) by the Criminal Investigation Division for sale of cocaine or other offense.

b. The following words, terms, phrases, and/or subject areas are authorized on the NCOER:

- (1) Cited for or received a driving under the influence.
- (2) Absent without leave.
- (3) Tested positive on urinalysis.
- (4) Apprehended.
- (5) Arrested.
- (6) Incarcerated.
- (7) Criminal incident.
- (8) Fraud.
- (9) Placed on the temporary disability retired list.
- (10) Deserted.
- (11) Dropped from the rolls.
- (12) Violated AR 600-20, paragraph 4-16 (fraternization).
- (13) Letters of indebtedness.
- (14) Driver's license was revoked.

(15) Just reassigned to another position.

(16) Okay for senior rater to say recommend or request discharge or separation or Qualitative Management Program.

### 3-7. Additional guidelines

a. Always refer to AR 623-3 and DA Pam 623-3, chapter 3, for official guidance on preparing NCOERs. When beginning an NCOER, utilize the PureEdge Wizard. If you have prepared your DA Form 2166-8-1, it will pull the administrative data, rating chain, and the job description automatically or give you the option to manually enter the data. Each field is a drop-down menu and leaves no guessing as to what needs to be put in which block.

b. DA Form 2166-8, Part II, is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the rating period. To facilitate the rated NCO signing the NCOER after its completion and signature by the rating officials, the NCOER may be signed and dated by each individual in the rating chain up to 14 days prior to the “thru” date of the report; however, the report cannot be forwarded to Headquarters, Department of the Army (HQDA), until the thru date of the report. Rater is the first to sign. Rated Soldier is the last to sign.

c. When a rated NCO refuses to sign a report because they disagree with the evaluation, rating officials must ensure that the rated NCO is familiar with what their signature means. Simply stated, the NCO’s signature on the report indicates:

(1) The NCO has seen the completed report (except Part II, items d and e).

(2) Administrative data is correct (except Part I, items k through o).

(3) Rating officials are proper.

(4) Duty description and counseling dates are accurate.

(5) APFT and height and weight entries are correct.

(6) NCO is aware of the appeals process.

d. The rated NCO’s signature does not constitute agreement or disagreement with the evaluations of the rater or senior rater. If the NCO still refuses to sign, it must be addressed in Part V by the senior rater.

e. Additional guidance for bullet writing is as follows:

(1) The evaluation is based on past performance; therefore, the bullets should always be written in the past tense. Use words such as maintained, displayed, demonstrated, excelled, worked, played, gave, took, etcetera.

(2) A specific bullet can be used only once (decide which responsibility the bullet fits best).

(3) Bullets that relate directly to the NCO’s abilities, responsibilities, or reflect something specific that he did, convey a very clear picture to selection boards; they tell a story. Generic bullets (comments that could apply to almost all NCOs) do have value as they show the NCO’s adherence to Army values; however, they should be used along with personalized bullets to give a complete picture.

(4) Do not use exclamation points, excessive capitalization, underlining, or italics in bullet comments.

(5) Using the abbreviation for etcetera (etc.) is not acceptable in a bullet comment.

(6) Raters must consider the potential effect of submitting an NCOER with a Success box checked with a negative bullet. Ensure that the rating you want to portray is easily understood.

(7) When writing bullets to support needs improvement ratings, the bullets should tell what happened, what the deficiency was, and what went wrong. Generic bullets used to support needs improvement ratings (for example, did not act like an NCO) often look like the rater had a deficiency in communicating with the NCO and it is often difficult to determine the problem.

f. See DA Pam 623-3, table 3-4, for detailed explanation on APFT and profile entries. Excellence ratings based solely on the APFT only require the bullet “awarded the Physical Fitness Badge.” (The Physical Fitness Badge is awarded to Soldiers attaining a minimum of 90 points in each event.) Numerical scores may be entered at the discretion of the rater, but are not required to justify excellence. A rating of needs improvement still requires entry of the actual APFT score. It is important to note that an excellence rating may be given in this section for accomplishments other than earning the Physical Fitness Badge. Refer to the character traits listed directly below the words Physical Fitness & Military Bearing in Part IVc of the NCOER and then assess how the rated NCO performed relative to those traits.

g. Focus on leadership performance terminology that translates to the Army external to USAREC. If enlistment production is addressed in the performance rating, relate it to specific, quantifiable mission success so that panel board members outside of CMF 79 can comprehend the success or failure being addressed.

h. Raters must be familiar with the true meanings of the three possible ratings in Part Va.

(1) Among the Best: NCOs who have demonstrated success and/or excellence; a very good, solid performance and a strong recommendation for promotion and/or serve in positions of greater responsibility. All NCOs are not in the

Among the Best category.

(2) Fully Capable: NCOs who have demonstrated success; a good performance, and should sufficient slots be available, a promotion recommendation.

(3) Marginal: NCOs who need improvement in one or more areas; do not promote at this time.

i. In Part Vb, raters may list up to three (at least two) different future duty positions (job titles) in which the rated NCO could best serve the Army at the current or next higher grade. Therefore, do not recommend a staff sergeant serve as a first sergeant. When the rated NCO is being reduced to a lower grade, rater may enter duty positions of the lower grade. Particular attention must be paid to this section when listing duty positions for detailed recruiters who do not hold MOS 79R. The listed positions should come from the Soldier's primary MOS but you may also list special duty positions such as Retention NCO, Equal Opportunity NCO, Instructor, and Drill Sergeant.

j. AR 623-3, paragraph 2-17, requires all NCOERs to be reviewed by the first sergeant, CSM, or SGM prior to signatures being obtained by the official who has been designated as the reviewer in the rating chain.

k. Figure 3-1 shows a sample DA Form 2166-8 and provides additional guidance on how to fill it out correctly.

### **3-8. Common errors on evaluations**

- a. Signing more than 14 days prior to the Thru date.
- b. Sending to HQDA before the actual Thru date.
- c. Missing "Yes" or "No" after Height/Weight.
- d. Missing numeric score from APFT on NCOER with the Needs Improvement box checked for Physical Fitness.
- e. Missing basic administrative information such as unit identification code, rating official rank, etcetera.
- f. APFT date not in YYYYMMDD format or not within 12 months of Thru date.

(YYYYMMDD) -- all numbers.

Enter in the order listed on the form (Unit, Org, Station, ZIP Code or APO, Major Command); can use common abbreviations if need be (that is, HQ, Co, Bn, Bde).

If NCO has completed temporary duty (TDY), special duty (SD), or temporary change of station (TCS), the TDY, SD, or TCS unit information may be entered in parenthesis after the required parent unit data if space permits.

If not, TDY, SD, or TCS unit data may be reflected in Part IIc.

Status Code: Leave blank if RA; enter AGR if USAR.

| NCO EVALUATION REPORT  |  |  |  |   |  |  |  |  |  | FOR OFFICIAL USE ONLY (FOUO)<br>SEE PRIVACY ACT STATEMENT IN AR 623-3. |  |
|--|--|--|--|---|--|--|--|--|--|--|--|
| + For use of this form, see AR 623-3; the proponent agency is DCS, G-1. +  |  |  |  |   |  |  |  |  |  |  |  |
| <b>PART I - ADMINISTRATIVE DATA</b>  |  |  |  |   |  |  |  |  |  |  |  |
| a. NAME (Last, First, Middle Initial)<br>SOLDIER, JOE I. (ALL CAPS)  |  |  |  | b. SSN<br>000-00-0000                           |  | c. RANK<br>SFC ( )   |  | d. DATE OF RANK<br>20030601  |  | e. PMOSC<br>79R40  |  |
| f. UNIT<br>Athens Rctg Co, Atlanta Rctg Bn, Smyrna, GA 12345   |  | g. STATION<br>USAREC   |  | h. STATUS CODE<br>03                            |  | i. REASON FOR SUBMISSION<br>Change of Rater                                |  |  |  |  |  |
| j. PERIOD COVERED<br>FROM: 20071201 THRU: 20080930   |  | k. NON-RATED MONTHS<br>10  |  | l. NO. OF ENCL.                                 |  | m. I. RATED NCO'S EMAIL ADDRESS<br>(gov or mil)<br>joe.soldier@us.army.mil |  | n. CMD CODE<br>TA  |  | o. PSB CODE  |  |
| <b>PART II - AUTHENTICATION</b>  |  |  |  |   |  |  |  |  |  |  |  |
| a. NAME OF RATER (Last, First, Middle Initial)<br>SMITH, ALLEN M. (ALL CAPS)   |  |  |  | b. SSN<br>000-00-1111                           |  | c. SIGNATURE   |  | d. DATE (YYYYMMDD)   |  |  |  |
| e. RANK<br>1SG   |  | f. PMOSC/BRANCH<br>79R40   |  | g. ORGANIZATION<br>Athens Recruiting Company    |  | h. DUTY ASSIGNMENT<br>First Sergeant                                       |  | i. RATER'S APO EMAIL ADDRESS (gov or mil)<br>allen.smith@us.army.mil           |  |  |  |
| j. NAME OF SENIOR RATER (Last, First, Middle Initial)<br>JONES, ROBERT G. (ALL CAPS)   |  |  |  | k. SSN<br>000-00-2222                           |  | l. SIGNATURE   |  | m. DATE (YYYYMMDD)   |  |  |  |
| n. RANK<br>CPT   |  | o. PMOSC/BRANCH<br>IN  |  | p. ORGANIZATION<br>Athens Recruiting Company    |  | q. DUTY ASSIGNMENT<br>Company Cdr  |  | r. SENIOR RATER'S APO EMAIL ADDRESS (gov or mil)<br>robert.jones13@us.army.mil |  |  |  |
| s. NAME OF REVIEWER (Last, First, Middle Initial)<br>THOMAS, MARY C. (ALL CAPS)  |  |  |  | t. SSN<br>000-00-3333                           |  | u. SIGNATURE   |  | v. DATE (YYYYMMDD)   |  |  |  |
| w. RANK<br>LTC   |  | x. PMOSC/BRANCH<br>MI  |  | y. ORGANIZATION<br>Atlanta Recruiting Battalion |  | z. DUTY ASSIGNMENT<br>Battalion Commander                                  |  | aa. REVIEWER'S APO EMAIL ADDRESS (gov or mil)<br>mary.thomas@us.army.mil       |  |  |  |
| d. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)   |  |  |  |   |  |  |  |  |  |  |  |
| e. "RATED NCO": I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I; the rating officials in Part II; the duty description to include the counseling dates in Part III; and the APFT and height/weight entries in Part IVc are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3. |  |  |  |   |  |  |  |  |  |  |  |
| <b>PART III - DUTY DESCRIPTION (Rater)</b>   |  |  |  |   |  |  |  |  |  |  |  |
| a. PRINCIPAL DUTY TITLE<br>Normal upper and lower case and by TDA position   |  |  |  |   |  | b. DUTY MOSC<br>At least 5, no more than 9 characters (e.g., 79R40)        |  |  |  |  |  |
| c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)<br>Series of phrases, starting with action words and separated by semicolons and ending in a period; addresses most important routine duties and responsibilities; should include the number of people supervised; equipment, facilities, and dollars involved; and any routine duties and responsibilities critical to mission accomplishment.                                  |  |  |  |   |  |  |  |  |  |  |  |
| d. AREAS OF SPECIAL EMPHASIS<br>List of tasks/duties separated by semicolons; only two lines are allowed; list the most important duties first, especially if a bullet somewhere else refers to one of them; include a mix of both position and the full-time support duties; no period at end   |  |  |  |   |  |  |  |  |  |  |  |
| e. APPOINTED DUTIES<br>List of appointed duties not normally associated with duty descriptions, only two lines are allowed; separate each with a semicolon, no period at end   |  |  |  |   |  |  |  |  |  |  |  |
| f. COUNSELING DATES  |  |  |  |   |  |  |  |  |  |  |  |
| INITIAL  |  | 20071215   |  | LATER   |  | 20080316   |  | LATER  |  | 20080612   |  |
|  |  |  |  | LATER   |  | 20080911   |  |  |  |  |  |
| <b>PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)</b>   |  |  |  |   |  |  |  |  |  |  |  |
| a. ARMY VALUES: Check either "YES" or "NO". (Bullet Comments are mandatory. Substantive bullet comments are required for "NO" entries.)  |  |  |  |   |  |  |  |  |  |  |  |
| <b>V</b><br>Loyalty<br><br><b>A</b><br>Duty<br><br><b>R</b><br>Respect<br><br><b>L</b><br>Selfless-Service<br><br><b>U</b><br><br><b>S</b><br>Honor<br>Integrity<br>Personal Courage   |  | 1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers. |  |   |  |  |  |  |  |  |  |
|  |  | 2. DUTY: Fulfills their obligations.   |  |   |  |  |  |  |  |  |  |
|  |  | 3. RESPECT/EQ/EEO: Treats people as they should be treated.  |  |   |  |  |  |  |  |  |  |
|  |  | 4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.              |  |   |  |  |  |  |  |  |  |
|  |  | 5. HONOR: Lives up to all the Army values.   |  |   |  |  |  |  |  |  |  |
|  |  | 6. INTEGRITY: Does what is right - legally and morally.  |  |   |  |  |  |  |  |  |  |
|  |  | 7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).                                    |  |   |  |  |  |  |  |  |  |
| Bullet comments<br>o strongest bullets describe achievement, even on the front (Part IV) of an NCOER, no periods<br>o e.g., displayed selfless-service by remaining on TDY status for 65 consecutive days while serving on a brigade-level Mobile Recruiting Training Team<br>o bullet comments are mandatory regardless of rating given   |  |  |  |   |  |  |  |  |  |  |  |

Can be up to nine digits with additional skill identifier or language identifier, minimum five digits; an alpha or numeric entry may be used to denote the last digit of the skill level (0 or O).

LETTERS  
7 9 R 4 O  
NUMBERS

2 = Annual  
3 = Change of Rater  
4 = Complete the Record  
5 = Relief for Cause  
6 = Depart TDY, TCS, SD  
7 = 60-Day Option  
8 = Senior Rater Option  
10 = Extended Annual

Enlisted position only, no officer positions.

Responsibility of rating officials to ensure factual correctness; entered by the rater, verified by the rated NCO.  
a. Outline of the normal requirements of the specific duty position.  
b. Shows type of work required, not frequently changing tasks.  
c. Essential to performance counseling and evaluation; used during first counseling session to outline duties and emphasis.  
d. May be updated during rating period.  
e. Used at end of rating period to record what was important.

Mandatory specific bullet comments required for all "no" entries. Base each entry on whether the rated NCO "meets" or "does not meet" the standard for each particular value as found in FM 6-22.

DA FORM 2166-8, MAR 2006

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Figure 3-1. Sample of a Completed DA Form 2166-8, Page 1

From date is the first date following the Thru date of the last report.

If from date is ever in question for RA Soldiers, access the rated NCO's NCOER history on the HRC Web site available in the Personal Data Snapshot link under enlisted evaluations ([https://www.erec.army.mil/PDS/ako\\_login.asp](https://www.erec.army.mil/PDS/ako_login.asp)).

For USAR Soldiers, have the rated NCO provide a copy of their last NCOER which they can always retrieve from their official military personnel file.

Thru date is the actual end date of the event causing the report (YYYYMMDD); does not have to run through the end of the calendar month.

Reports are normally rendered in the following situations:

--Active Army - NCO's first report period begins on effective date of promotion to sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, reentry on active duty after a break in service of 12 months or more, or the date of the Army Board for Correction of Military Records memorandum that approves reinstatement of a promotion.

--USAR-Active Guard Reserve - NCO's first report period begins on effective date of promotion to sergeant or the effective date ordered to Active Guard Reserve status, whichever occurs later.

| NCO EVALUATION REPORT   |  |  |  |   |  |   |  |  |  | FOR OFFICIAL USE ONLY (FOUO)<br>SEE PRIVACY ACT STATEMENT<br>IN AR 623-3. |  |
|---|--|--|--|---|--|---|--|--|--|---|--|
| For use of this form, see AR 623-3; the proponent agency is DCS, G-1.   |  |  |  |   |  |   |  |  |  |   |  |
| <b>PART I - ADMINISTRATIVE DATA</b>   |  |  |  |   |  |   |  |  |  |   |  |
| a. NAME (Last, First, Middle Initial)<br>SOLDIER, JOE I. (ALL CAPS)   |  |  |  | b. SSN<br>000-00-0000   |  | c. RANK<br>SFC  |  | d. DATE OF RANK<br>20030601  |  | e. PMOSC<br>79R40   |  |
| f. UNIT<br>Athens Rctg Co, Atlanta Rctg Bn, Smyrna, GA 12345  |  | g. STATION<br>USAREC   |  | h. MAJOR COMMAND<br>USAREC  |  | i. STATUS CODE<br>03  |  | j. REASON FOR SUBMISSION<br>Change of Rater  |  |   |  |
| k. PERIOD COVERED<br>FROM: 20071201<br>THRU: 20080930   |  | l. RATED MONTHS<br>10  |  | m. NON-RATED CODES  |  | n. NO. OF ENCL.<br>joe.soldier@us.army.mil  |  | o. I. RATED NCO'S EMAIL ADDRESS<br>(gov or mil)  |  | p. UIC<br>TA  |  |
| <b>PART II - AUTHENTICATION</b>   |  |  |  |   |  |   |  |  |  |   |  |
| a. NAME OF RATER (Last, First, Middle Initial)<br>SMITH, ALLEN M. (ALL CAPS)  |  |  |  | b. SSN<br>000-00-1111   |  | c. SIGNATURE  |  | d. DATE (YYYYMMDD)   |  |   |  |
| e. RANK<br>1SG  |  | f. PMOSC/BRANCH<br>79R40   |  | g. ORGANIZATION<br>Athens Recruiting Company                                |  | h. DUTY ASSIGNMENT<br>First Sergeant  |  | i. RATER'S AKA EMAIL ADDRESS (gov or mil)<br>allen.smith@us.army.mil   |  |   |  |
| j. NAME OF SENIOR RATER (Last, First, Middle Initial)<br>JONES, ROBERT G. (ALL CAPS)  |  |  |  | k. SSN<br>000-00-2222   |  | l. SIGNATURE  |  | m. DATE (YYYYMMDD)   |  |   |  |
| n. RANK<br>CPT  |  | o. PMOSC/BRANCH<br>IN  |  | p. ORGANIZATION<br>Athens Recruiting Company                                |  | q. DUTY ASSIGNMENT<br>Company Cdr   |  | r. SENIOR RATER'S AKA EMAIL ADDRESS (gov or mil)<br>robert.jones13@us.army.mil   |  |   |  |
| s. NAME OF REVIEWER (Last, First, Middle Initial)<br>THOMAS, MARY C. (ALL CAPS)   |  |  |  | t. SSN<br>000-00-3333   |  | u. SIGNATURE  |  | v. DATE (YYYYMMDD)   |  |   |  |
| w. RANK<br>LTC  |  | x. PMOSC/BRANCH<br>MI  |  | y. ORGANIZATION<br>Atlanta Recruiting Battalion                             |  | z. DUTY ASSIGNMENT<br>Battalion Commander   |  | aa. REVIEWER'S AKA EMAIL ADDRESS (gov or mil)<br>mary.thomas@us.army.mil   |  |   |  |
| d. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)  |  |  |  |   |  |   |  |  |  |   |  |
| e. I, RATED NCO, understand my signature does not constitute agreement or disagreement with the contents of this report. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description in Part III, and the APP1 and height/weight entries in Part IV are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.                    |  |  |  |   |  |   |  |  |  |   |  |
| <b>PART III - DUTY DESCRIPTION (Rater)</b>  |  |  |  |   |  |   |  |  |  |   |  |
| a. PRINCIPAL DUTY TITLE<br>Normal upper and lower case and by TDA position  |  |  |  |   |  | b. DUTY MOSC<br>At least 5, no more than 9 characters (e.g., 79R40)                           |  |  |  |   |  |
| c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)<br>Series of phrases, starting with action words and separated by semicolons and ending in a period; addresses most important routine duties and responsibilities; should include the number of people supervised; equipment, facilities, and dollars involved; and any routine duties and responsibilities critical to mission accomplishment. |  |  |  |   |  |   |  |  |  |   |  |
| d. AREAS OF SPECIAL EMPHASIS<br>List of tasks/duties separated by semicolons; only two lines are allowed; list the most important duties first, especially if a bullet somewhere else refers to one of them; include a mix of both position and the full-time support duties; no period at end  |  |  |  |   |  |   |  |  |  |   |  |
| e. APPOINTED DUTIES<br>List of appointed duties not normally associated with duty descriptions, only two lines are allowed; separate each with a semicolon, no period at end  |  |  |  |   |  |   |  |  |  |   |  |
| f. COUNSELING DATES<br>INITIAL: 20071215, 20080316, 20080612, 20080911  |  |  |  |   |  |   |  |  |  |   |  |
| <b>PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)</b>  |  |  |  |   |  |   |  |  |  |   |  |
| a. ARMY VALUES. Check either "YES" or "NO". (Bullet Comments are mandatory. Substantive bullet comments are required for "NO" entries.)   |  |  |  |   |  |   |  |  |  |   |  |
| V<br>A<br>L<br>U<br>E<br>S<br><br>Honor<br>Integrity<br>Personal Courage  |  | Loyalty  |  | Duty  |  | Respect   |  | Selfless-Service   |  |   |  |
|   |  | 1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers. |  | 2. DUTY: Fulfills their obligations.  |  | 3. RESPECT/E/O/EEO: Treats people as they should be treated.                                  |  | 4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.  |  | 5. HONOR: Lives up to all the Army values.                                |  |
|   |  | 6. INTEGRITY: Does what is right - legally and morally.  |  | 7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral). |  | o strongest bullets describe achievement, even on the front (Part IV) of an NCOER, in periods |  | o e.g., displayed selfless-service by remaining on TDY status for 65 consecutive days while serving on a brigade-level Mobile Recruiting Training Team |  | o bullet comments are mandatory regardless of rating given                |  |
|   |  |  |  |   |  |   |  |  |  |   |  |
|   |  |  |  |   |  |   |  |  |  |   |  |
|   |  |  |  |   |  |   |  |  |  |   |  |
|   |  |  |  |   |  |   |  |  |  |   |  |

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Three-letter abbreviation for the NCO's military rank, not pay grade; if frocked to 1SG, SGM, or CSM, enter the rank, date of rank, and PMOSC held prior to frocking action.

SFC(1SG), MSG(SGM), or MSG(CSM).

#### Nonrated codes:

A = Absent without leave  
C = Confinement  
I = In transit between duty stations; includes leave PTDY, TDY  
P = Patient (including convalescent leave)  
Q = Lack of rater qualification  
R = New Recruiter Program  
S = Student in military/civilian school  
T = On TDY, SD, or TCS less than 90 days

#### Figuring nonrated time:

0-15 days = 0 days  
16-45 days = 1 month  
46-75 days = 2 months  
76-105 days = 3 months  
106-135 days = 4 months  
136-165 days = 5 months

Listing of Army values that define professionalism; needed to maintain public trust and confidence and the qualities of leadership and management needed to maintain effective NCO Corps; listed to emphasize and reinforce professionalism; must be considered in evaluation of the performance of all NCOs.

Figure 3-1. Sample of a Completed DA Form 2166-8, Page 1 (Continued)

- Use one or two spaces following the small "o."
- bullets may indent at second line or not.
- bullets must all begin with a small letter.
- entire NCOER must be consistent.

Among the best: Typically a "1" or "2"; represents a very good, solid performance and very strong recommendation for promotion.

Fully capable: Typically a "2" or "3" represents a good performance and strong recommendation for promotion should sufficient allocations exist.

Marginal: Typically a "4" or "5" rated Soldier needs improvement in one or more areas and should not be promoted at this time.

- 1 = Promote now
- 2 = Promote ahead of peers
- 3 = Promote if sufficient allocations exist (with peers)
- 4 = Should not promote
- 5 = Consider for QMP

|  |                          |   |                       |                            |
|--|--------------------------|---|-----------------------|----------------------------|
| RATED NCO'S NAME (Last, First, Middle Initial)<br>+ SOLDIER, JOE I. (ALL CAPS)   |                          | SSN<br>000-00-0000  | THRU DATE<br>20080930 | +                          |
| <b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b>   |                          |   |                       |                            |
| Bullet comments are mandatory.<br>Substantive bullet comments are required for "EXCELLENCE" or "NEEDS IMPROVEMENT."  |                          |   |                       |                            |
| b. COMPETENCE<br>o Duty proficiency, MOS competency<br>o Technical & tactical: knowledge, skills, and abilities<br>o Sound judgment<br>o Seeking self-improvement; always learning<br>o Accomplishing tasks to the fullest capacity; committed to excellence |                          | o top recruiter in the company; completed 16 semester hours of college during rating period with a 4.0 GPA (e)<br><br>o selected to perform duties as the unit prevention leader due to his demonstrated ability and sound judgment (s)<br><br>o displayed poor judgment at the annual training conference reciting a modified version of the NCO creed as a joke (ni)  |                       |                            |
| EXCELLENCE<br>(Exceeds std)  | SUCCESS<br>(Meets std)   | NEEDS IMPROVEMENT<br>(Some) (Much)  |                       |                            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/>   |                       |                            |
| c. PHYSICAL FITNESS & MILITARY BEARING<br>o Mental and physical toughness<br>o Endurance and stamina to go the distance<br>o Displaying confidence and enthusiasm; looks like a soldier  |                          | APFT PASS   | 20070512              | HEIGHT/WEIGHT 72 / 180 YES |
|  |                          | o awarded the physical fitness badge by scoring 300 on his APFT (e)<br><br>o met the unit standard for conducting physical fitness four days a week (s)<br><br>o failed the APFT with a total score of 122 (ni)   |                       |                            |
| EXCELLENCE<br>(Exceeds std)  | SUCCESS<br>(Meets std)   | NEEDS IMPROVEMENT<br>(Some) (Much)  |                       |                            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/>   |                       |                            |
| d. LEADERSHIP<br>o Mission first<br>o Genuine concern for soldiers<br>o Instilling the spirit to achieve and win<br>o Setting the example; Be, Know, Do  |                          | o his station was the only one of 36 that was cited by the Battalion Commander for substantial contributions in mission accomplishment (e)<br><br>o led his station to meet the recruiting objectives two quarters during the FY (s)<br><br>o hosted a party at his home that led to two Future Soldiers being cited for underage drinking (ni)                         |                       |                            |
| EXCELLENCE<br>(Exceeds std)  | SUCCESS<br>(Meets std)   | NEEDS IMPROVEMENT<br>(Some) (Much)  |                       |                            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/>   |                       |                            |
| e. TRAINING<br>o Individual and team<br>o Mission focused, performance oriented<br>o Teaching soldiers how, common tasks, duty-related skills<br>o Sharing knowledge and experience to fight, survive and win  |                          | o was hand-picked over his peers to train the entire company on the newly fielded Recruiter Zone/Leader Zone automated recruiting management system (e)<br><br>o ensured that his entire station completed all required annual training on time (s)<br><br>o failed to accomplish his mission of training two new recruits as required by regulatory guidance (ni)      |                       |                            |
| EXCELLENCE<br>(Exceeds std)  | SUCCESS<br>(Meets std)   | NEEDS IMPROVEMENT<br>(Some) (Much)  |                       |                            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/>   |                       |                            |
| f. RESPONSIBILITY & ACCOUNTABILITY<br>o Care and maintenance of equipment/facilities<br>o Soldier and equipment safety<br>o Conservation of supplies and funds<br>o Encouraging soldiers to learn and grow<br>o Responsible for good, bad, right & wrong     |                          | o submitted an idea to the Army Ideas for Excellence Program which was adopted and saved the Government 250K in operating funds; received a cash award of \$5,000 (e)<br><br>o encouraged Soldiers to learn and grow through aggressive counseling and leveraging post educational assets (s)<br><br>o lost a laptop computer valued at \$2,000 through negligence (ni) |                       |                            |
| EXCELLENCE<br>(Exceeds std)  | SUCCESS<br>(Meets std)   | NEEDS IMPROVEMENT<br>(Some) (Much)  |                       |                            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/>   |                       |                            |
| <b>PART V - OVERALL PERFORMANCE AND POTENTIAL</b>  |                          |   |                       |                            |
| a. RATER: Overall potential for promotion and/or service in positions of greater responsibility.   |                          | e. SENIOR RATER BULLET COMMENTS<br>o promotion recommendation: "now," "ahead of peers," "with peers, or should sufficient allocations be available," "do not," or "do not and consider QMP"<br><br>o schooling: should NCO be sent to next NCOES, or other troop leading duty related military schooling  |                       |                            |
| AMONG THE BEST   | FULLY CAPABLE            | MARGINAL  |                       |                            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>  |                       |                            |
| b. RATER: List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.   |                          | o potential: "unlimited," "substantial," "meets expectations of current grade," or "lacks potential to perform at higher grades"<br><br>o performance: comments about performance makes this portion tie in well with rater portion; when possible, rank where the NCO stands against others in the same position   |                       |                            |
|  |                          |   |                       |                            |
| c. SENIOR RATER: Overall performance   |                          | d. SENIOR RATER: Overall potential for promotion and/or service in positions of greater responsibility.   |                       |                            |
| 1 2 3 4 5<br>Successful Fair Poor  |                          | 1 2 3 4 5<br>Superior Fair Poor   |                       |                            |

#### Bullets do's:

- be short, concise, to the point.
- ideal bullet is one line, no more than two; no more than one bullet to a line.
- must double space between bullets (after the last word hit ENTER twice before continuing).
- best bullets start with action verbs or possessive pronouns (his or her).
- do not use NCO's name.
- personal pronouns may be used (he or she).
- the strongest bullet that justifies the excellence rating will be the first bullet in each category.
- each bullet will be preceded with a small "o".
- bullets are past tense.
- must start with a small letter unless a proper noun that is usually capitalized.

#### Bullet don'ts:

- unauthorized narrative gimmicks.
- excessive use of capital letters.
- underlining, bold, italics.
- dashes.
- compressed typeface or font (use only the font available in digital form being used).

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Figure 3-1. Sample of a Completed DA Form 2166-8, Page 2 (Continued)

## **Chapter 4**

### **Processing Electronic Military Evaluations**

#### **4-1. How and where to submit evaluations**

- a. The importance of submitting timely and accurate evaluations cannot be overstated. It is the responsibility of everyone in the rating chain to ensure that USAREC NCOERs are submitted on time in accordance with the policies and procedures as established by HQDA.
- b. All evaluations must be submitted to HQDA level processing using My Forms on AKO. Exceptions are on a case-by-case basis. Mailed, e-mailed, or hand-carried documents will not be accepted by the U.S. Army Human Resources Command (HRC) without an exception (see MILPER Message 08-051).
- c. When exemptions are authorized, Active Army and USAR NCOERs are mailed to Commander, HRC, ATTN: AHRC-PDV-ER, 200 Stovall Street, Alexandria, VA 22332.

#### **4-2. Tips for meeting evaluation time lines**

- a. Create an evaluations suspense roster using the unit rating scheme. Ensure inprocessing tactics, techniques, and procedures are in place that provide visibility on evaluation suspense dates.
- b. Suspense all evaluations in support of HRC suspense date (no later than 80 days from Thru date). This will allow lag time for error processing to avoid late reports.
- c. Create, save, and route evaluation forms in the AKO My Forms Portal (ensures use of latest version of form).
  - (1) Track annual evaluations using the evaluation tracking tool.
  - (2) Track change of rater and permanent change of station evaluations via operational move submissions.
- d. The AKO Portal provides battalion SIs with a tracking tool (to include date and time) of all movement of forms from draft to submission to HQDA for processing.
- e. Review upcoming due reports during battalion command and staff meetings.
- f. Ensure all Soldiers take the initiative to have their AKO e-mail forwarded to their USAREC e-mail account.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 600-9**

The Army Weight Control Program. (Cited in table 2-3.)

#### **AR 600-20**

Army Command Policy. (Cited in table 2-1 and para 3-6b(12).)

#### **AR 623-3**

Evaluation Reporting System. (Cited in paras 1-1, 2-1b, 2-9c, 3-5b(2), 3-7a, and 3-7j.)

#### **AR 680-29**

Military Personnel - Organization and Type of Transaction Codes. (Cited in table 2-1.)

#### **DA Pam 623-3**

Evaluation Reporting System. (Cited in paras 1-1, 2-1b, 3-2d(3), 3-5a(4)(a), 3-5b(8), 3-7a, 3-7f, and table 2-3.)

#### **FM 3-0**

Operations. (Cited in para 3-3d.)

#### **FM 6-22**

Army Leadership. (Cited in para 3-3d.)

### **Section II Related Publications**

#### **UCMJ**

Uniform Code of Military Justice.

### **Section III Prescribed Forms**

There are no entries for this section.

### **Section IV Referenced Forms**

#### **DA Form 2166-8**

NCO Evaluation Report.

#### **DA Form 2166-8-1**

NCOER Counseling and Support Form.

## **Glossary**

### **Section I Abbreviations**

**AAR**

after-action review

**AKO**

Army Knowledge Online

**APFT**

Army physical fitness test

**ARSOF**

Army Special Operations Forces

**CMF**

career management field

**CSM**

command sergeant major

**DA**

Department of the Army

**HQDA**

Headquarters, Department of the Army

**HRC**

U.S. Army Human Resources Command

**MOS**

military occupational specialty

**MOSC**

military occupational specialty code

**NCO**

noncommissioned officer

**NCOER**

Noncommissioned Officer Evaluation Report

**PMOSC**

primary military occupational specialty code

**PT**

physical training

**RA**

Regular Army

**SD**

special duty

**SGM**

sergeant major

**TCS**

temporary change of station

**TDY**

temporary duty

**USAR**

U.S. Army Reserve

**USAREC**

U.S. Army Recruiting Command

**Section II****Terms**

There are no entries for this section.

# USAREC

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